

City of Springfield, Mo.



Annual Operating Budget 2003 - 2004

MISSION

**The people of our community are the only
reason we are here.**

Therefore,

**We are committed to
WORKING WITH THE COMMUNITY
to provide ethical and responsible local government
so that everyone can enjoy the benefits
of living and working in Springfield.**

We will achieve this through:

Integrity and Pride of Service
in everything we say and do, and with dedication to quality.

Cooperating and Communication
with one another and with citizens to ensure open government,
and open management with no surprises.

Continuous Improvement of Services
through cost-effective utilization of
people, materials, equipment and technology.

Leadership and Knowledge
through staff training and development.

Innovation
in how we meet present and future needs of our city.



CITY OF SPRINGFIELD, MISSOURI

ANNUAL OPERATING BUDGET

JULY 1, 2003 - JUNE 30, 2004

PREPARED BY THE DEPARTMENT OF FINANCE

Mary Mannix, Acting Director of Finance
Betty Denson, Budget Coordinator
Glenda Hudson, Financial Analyst
Renee Evans, Accounting Services Representative

MUNICIPAL OFFICIALS

MAYOR

Thomas J. Carlson

CITY COUNCIL

<i>Denny Whayne</i>	<i>Zone 1</i>
<i>Shelia O. Wright</i>	<i>Zone 2</i>
<i>Ralph K. Manley</i>	<i>Zone 3</i>
<i>John Wylie</i>	<i>Zone 4</i>
<i>Mary Collette</i>	<i>General (A)</i>
<i>Gary Deaver</i>	<i>General (B)</i>
<i>Conrad Griggs</i>	<i>General (C)</i>
<i>Robert (Bob) Jones</i>	<i>General (D)</i>

CITY OFFICIALS

<i>Thomas W. Finnie</i>	<i>City Manager</i>
<i>Bob Cumley</i>	<i>Assistant City Manager</i>
<i>Howard C. Wright</i>	<i>City Attorney</i>
<i>Brenda Cirtin</i>	<i>City Clerk</i>
<i>Marc Thornsberry</i>	<i>Director of Public Works</i>
<i>Harold Bengsch</i>	<i>Director of Public Health and Welfare</i>
<i>Fred Fantauzzi</i>	<i>Director of Finance</i>
<i>Lynn S. Rowe</i>	<i>Chief of Police</i>
<i>Dan Whisler</i>	<i>Fire Chief</i>
<i>Dan Kinney</i>	<i>Director of Parks and Recreation</i>
<i>Sheila Maerz</i>	<i>Director of Human Resources</i>
<i>Evelyn Honea</i>	<i>Director of Information Systems</i>
<i>Fred May</i>	<i>Director of Planning and Development</i>
<i>Louise Whall</i>	<i>Public Information Officer</i>
<i>Robert D. Hancik</i>	<i>Director of Aviation</i>
<i>Robert E. Simpson</i>	<i>Director of Workforce Development</i>
<i>Nick Heatherly</i>	<i>Director of Building Development</i>
<i>Todd Thornhill</i>	<i>Chief Municipal Judge</i>
<i>Jerry Berger</i>	<i>Director of Art Museum</i>
<i>Becky Jungmann</i>	<i>Director of Emergency Communications</i>



July 1, 2003

TO: The Mayor and Members of City Council

RE: 2003/2004 Operating Budget

In accordance with City Charter, the 2003/2004 operating budget is presented for your consideration. The budget reflects a continuation of the existing level of services to the citizens of Springfield while maintaining current tax levies. The budget emphasizes the City Council's commitment to public safety, transportation and neighborhood revitalization. These priorities and the budget policies are used to develop a budget that delivers a consistent level of services and allows the City to maintain a stable financial position and equitable tax structure.

The national recession continues to affect the City's revenue. In 2003, the City experienced a moderate recovery in sales tax revenue. The recovery was strongest during the second quarter of the fiscal year and deteriorated somewhat in the final quarter of the year. Sales tax is projected to increase approximately 3% for the year. The current interest rate environment has had a negative impact on interest income, an important revenue source for the general fund. Interest income from the investment portfolio has declined substantially from two years ago. Lower rates of return have also impacted the City's contribution rate to the defined benefit retirement programs. The City's required contribution for both the LAGERS and Police/Fire retirement plan have increased, putting additional pressure on the operating budget.

Offsetting these declines in revenue the City has experienced stable revenue from property tax. The assessed valuation continues to grow at an average rate of 3%. Fees for services and gross receipts taxes have increased. Fees for service are reviewed annually to maximize cost recovery consistent with the budget policy.

General Operating Budget

The general operating budget includes core government services such as public safety, public works, parks and health. Revenue in the general operating budget is expected to increase \$2.5 million. This is a 3% increase over the prior year. Sales tax is projected to increase 3% or \$1.4 million over estimated revenue from fiscal year 2003. Interest

income is projected to decline \$600,000 in fiscal year 2004. The net increase in fees and other revenue is \$1.7 million. In the 2002/2003 budget \$2.6 million of excess fund balance was approved by Council to fund pay plan improvements, priorities and significant cost increases in areas such as health insurance cost. This funding approach

was utilized to bridge a funding gap during a period of flat sales tax revenue and a decline in revenue from other sources. At the time it was hoped this would carry the City through a one-year period and revenues would recover. As hoped, this year is somewhat better and these expenses are fully funded by operating revenue in the 2003/2004 proposed budget.

In the 2003/2004 proposed budget \$1 million of excess fund balance above the designated operating reserve is appropriated. The fund balance will be used for non-recurring expenditures. The City of Springfield's budget policy is to maintain a reserve of 8-10% of the operating budget. The estimated fund balance at the end of 2004 is expected to be 10%. Appropriating unreserved fund balance allows the City to fund priorities while at the same time fully using the resources provided by the citizens.

Recommended Funded Priorities

The City has seen some recovery in revenues during the past year. However, the national recession and the uncertainty in the economy are still affecting the City's revenues. The increase in revenues in 2004 is less than experienced during more stable economic times. City departments are continuing to look for ways to fund priorities and other operational needs within their current budget allocation. Revenue increases in the 2003/2004 budget are directed toward City Council priorities and pay plan improvements. Funding is also provided for technology improvements continuing the commitment to advancements in technology to improve productivity of employees.

Public Safety

- The Fire Department has worked over the last several years to strategically locate fire stations to provide coverage for all areas and plan for existing growth. Annexation to the east of the City has created the need for a new fire station to adequately serve this area. The Fire Department has developed a plan to reorganize the rescue squad. This will allow the new station to be staffed with six additional firefighters rather than the traditional fifteen. Funding is provided in the proposed budget to hire three of the six firefighters. Equipment and building needs will be addressed as part of the Capital Improvements Plan.
- Last year the Fire Department started the preliminary work to pursue IAFC/IMCA Fire Accreditation. This will enhance the overall effectiveness of the department. The process will take approximately three years to complete. The proposed budget includes funding to continue to work toward the goal of accreditation.
- Funding is provided for the third year of a three-year program to allow police officers who live in the City to drive marked police vehicles home. This program

increases the visibility on city streets, promotes neighborhood-policing efforts and relieves parking lot congestion in the government plaza area. In the upcoming year twenty-five vehicles will be added to the fleet for this purpose.

Neighborhood Revitalization

- Funding is provided for support of the neighborhood assessment process. A full time contract employee from the Planning and Development Department will be dedicated to this effort. This position will be a key component of the neighborhood assessment program.
- The proposed budget includes funding to implement priorities resulting from the Neighborhood Assessment Process.
- Funding is available to renew the contract with the Urban Neighborhood Alliance. This not for profit organization will assist in implementing several of the Neighborhood Initiative strategies.
- In 2002, the City began a comprehensive effort to address dangerous and boarded buildings. This effort has proved successful in addressing several problem properties. In 2004, the City will begin to acquire vacant lots to make them available to developers for infill housing. Funding is included in the budget to abate dangerous structures and provide administrative support for this program.
- The proposed budget includes funding for the continuation of the employer assisted home ownership program. This program provides grants to City employees purchasing homes in areas within the Urban Neighborhood Alliance area.

Traffic and Transportation

- The City has partnered with MODOT to enhance the coordination of traffic signals. This effort will continue in 2003/2004 as major intersection improvements are completed with the 1/8-cent transportation sales tax.
- Implementation of Phase I of the Intelligent Transportation System will begin. Improvements will be focused on the area bounded by US 65 on the east, James River Freeway on the south, National Avenue on the west, and Sunshine Street on the north. Implementation will be started using federal funds earmarked for this purpose.

Quality of Life

- Utilizing the quarter cent Parks and Greenways sales tax, the Parks Department will begin to acquire property for the Westside Metro Community Park, the Southside Nature Area and various greenways. Funding is also included in the budget for land, development and maintenance of new facilities.

Pay Plan Improvements

The budget includes \$1,386,000 of additional funding for pay and benefit increases. This is the equivalent of a 3% salary and benefit increase for general fund employees. However, the City's contribution to the Police/Fire retirement plan increased \$500,000 and the contribution to LAGERS increased \$250,000. This leaves \$636,000 available for pay increases. Consistent with our policy, we are working with employee groups to determine how they would prefer to use the funds available for pay and benefit improvements. Personnel services are 75% of the operating budget, which is consistent with Council policy.

Support for Existing Programs


- In 2004, the City will complete Phase II of the enterprise resource planning system with the completion of the human resources/payroll application. Funding is provided to support this implementation and the financial application.
- An additional position will be added to the GIS staff. This area is supporting numerous projects including emergency communications, the records management system and the infrastructure tracking systems utilized by Public Works.
- Continuing the commitment to technology, the computer system in Municipal Court will be upgraded to better serve the public and enhance operations.
- "Vision 20/20 The Future is Now", this important long range planning process kicks off this June. The budget includes \$35,000 to support the citizen committees.

Unfunded Critical Needs and Other Issues

Each department continues to identify future needs as priorities within their budgets. Very few of these are funded. Identifying these priorities as unfunded allows us to begin to get a multi-year perspective on the budgeting process. A number of unidentified needs and unfunded priorities can be funded through the year-end savings plan. This plan allows up to one half of savings by a department at the end of the budget year to be used to fund priorities when the general operating revenues increase by at least 3% and revenues exceed expenditures.

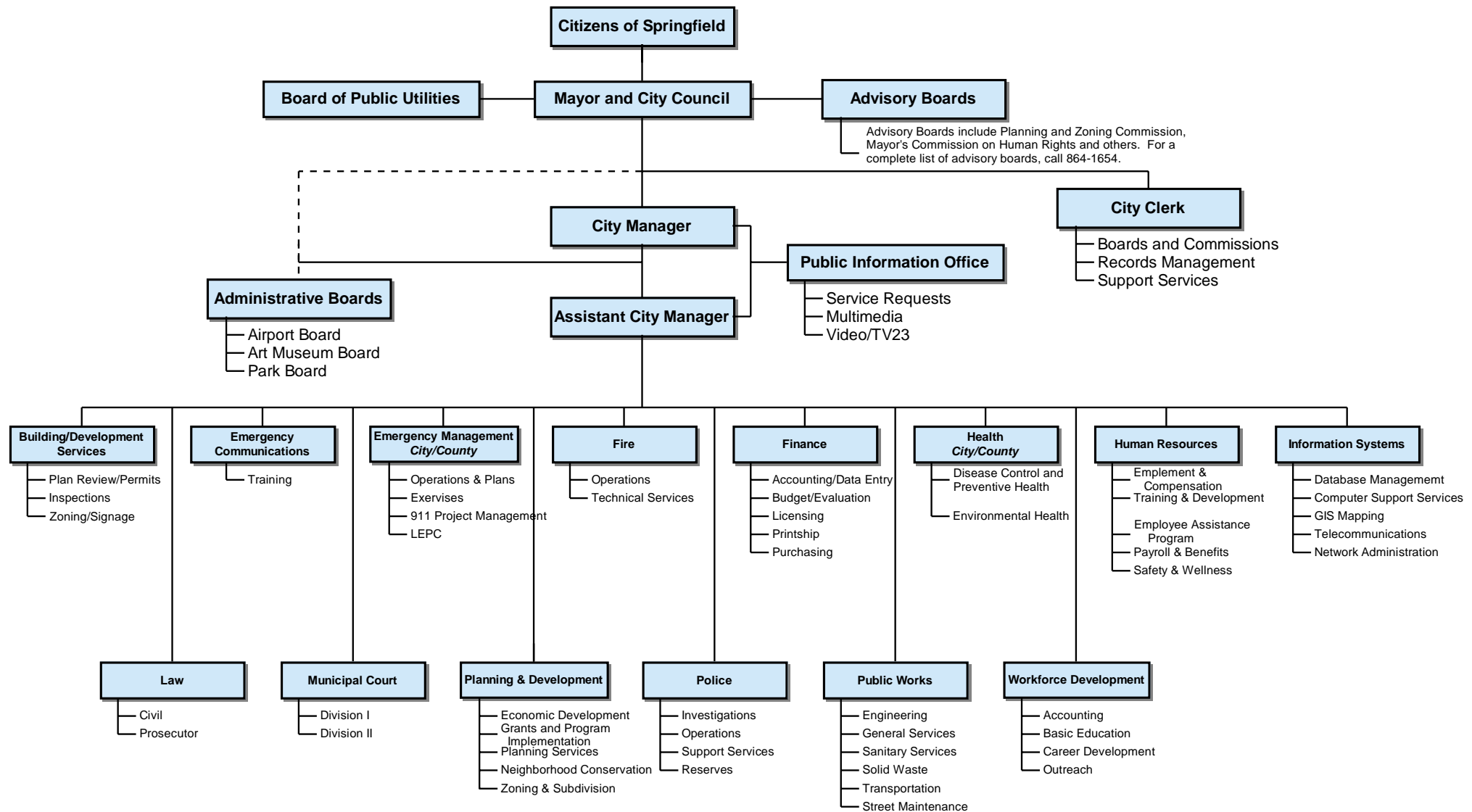
We have worked closely with all departments to insure the budget reflects the City Council's priorities; the most critical budget needs and meets the needs of the community.

Sincerely,



Thomas W. Finnie
City Manager

City Government's Organization Chart



Note: All Departments include an administrative section.

DEPARTMENTAL SUMMARIES

AIRPORT

The Springfield/Branson Regional Airport is owned by the City of Springfield and managed through a nine-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.

ART MUSEUM

The Springfield Art Museum is a City agency with a rich heritage of supporting the arts in the Ozarks. It operates under authority of a nine-member board. Incorporated in 1928, the Museum was first operated entirely by volunteers and still relies heavily on community support in a variety of ways.

BUILDING DEVELOPMENT SERVICES

The Department of Building Development Services implements and monitors a variety of city, state, and federal codes, and four trades (electrical, plumbing, gas and mechanical). It also offers essential information for businesses, homeowners, landlords, tenants, contractors, and developers.

CITY CLERK

The position of City Clerk was created by the Charter of the City of Springfield. The City Clerk serves at the pleasure of the City Council and maintains official records for the City, including minutes, ordinances, resolutions, contracts, and other vital documents.

EMERGENCY COMMUNICATIONS

The Emergency Communications Department is committed to efficiently and compassionately answering the public’s call for emergency service response. The Springfield-Greene County Emergency Communications Department serves as the access point for the 9-1-1 caller needing public safety services. Departmental personnel have the direct responsibility for quick relay of requests for fire, police, emergency medical and related services. Calls from the entire county are processed through the communications facility.

FINANCE

The Finance Department includes six divisions. The Administration, Budget and Evaluation, and Accounting divisions prepare the City budget, financial audit, and a variety of other reports. The Accounting division is also responsible for payroll and accounts payable. The Printshop does all in-house printing and mailing. The Licensing division issues a variety of licenses and permits that are required to do business, sell to the public, or solicit funds in the City of Springfield. The Purchasing division contracts for goods and services for all departments, boards and agencies in the City of Springfield. Many of these divisions serve as a resource to other departments.

FIRE

The Springfield Fire Department provides emergency services in a 75.5-square-mile area from 11 fire stations with a full-time staff of more than 200 dedicated professionals.

HEALTH

The Springfield/Greene County Health Department protects the public’s health and encourages citizens to build and maintain healthy lifestyles. The Health Department promotes good health practices and makes every effort to engage the community and focus public attention on issues for educational purposes.

HUMAN RESOURCES

The Department of Human Resources of the City of Springfield provides a variety of support services to other departments in the areas of Administration, Employee Relations, Employment and Compensation, Payroll and Benefits, Training and Development, as well as Safety and Wellness.

DEPARTMENTAL SUMMARIES *(continued)*

INFORMATION SYSTEMS

The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining City Information Technology resources and investments; constructing and maintaining an effective communications network capable of supporting our mission; and supporting new acquisitions of hardware and software by City departments through research assistance, team participation, and leadership during implementation.

LAW

The Law Department assists the City Council, City Management and All City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

MUNICIPAL COURT

The Springfield Municipal Court is a division of the 31st judicial circuit of Greene County. Municipal Court is committed to providing a forum for the fair and impartial trial for persons accused of violating a Springfield ordinance.

PARKS

The Springfield/Greene County Park Board guides the City's parks, recreation, and sports programs.

PLANNING & DEVELOPMENT

The Planning and Development Department primarily provides services related to the physical development of the community. The department works with citizens and other departments to plan for the orderly growth of Springfield in a variety of ways.

POLICE

The Springfield Police Department is an accredited law enforcement agency comprised of 321 sworn officers and 80 civilian employees. The department is organized into four divisions: Services, Operations, Criminal Investigations, and Administration.

PUBLIC INFORMATION OFFICE

The Public Information Office provides information to the general public and local media, and serves as a resource to the community. The Public Information Office also works with City departments to plan special events, release daily news, develop brochures, videos, and other informational materials about City government.

PUBLIC WORKS

The Public Works Department is the largest department in Springfield's City government, encompassing seven divisions. These divisions are Administration, Street Maintenance, Traffic Engineering, Sanitary Services, Solid Waste Management, Engineering, and General Services. Each division is responsible for several different services.

WORKFORCE DEVELOPMENT

The City of Springfield's Department of Workforce Development works in partnership with business, labor, education, community groups, and government working to bring quality educational, training, and employment opportunities to unemployed, often unskilled workers.

BUDGET SUMMARY



Aerial view of center city Springfield, Missouri - Summer 2001

A GUIDE TO USING THIS DOCUMENT

Budget Highlights

- ▶ *An overview of the Total Operating Budget compared to the previously adopted budget is presented on page 15.*
- ▶ *The summary by fund group for revenues, appropriations, debt service, and full-time equivalents are located on pages 18 to 29.*
- ▶ *The Budget Policies adopted by City Council are located on page 31.*
- ▶ *An overview of the General Operating Budget compared to the previously adopted General Operating Budget is printed on pages 32 & 33. This section includes an action plan for the community.*
- ▶ *The City's performance measurements and benchmarks with other communities or industry standards are included in the Performance Summaries section.*

Departmental Summaries, Priorities, Organizational Charts and Mission Statements

This section of the document beginning on page 79 contains information for each department as follows:

- ▶ *Expenditures and appropriations for the fiscal years 2002 – 2005*
 - ▶ *Human Resources, including new positions approved for funding*
 - ▶ *The department's three year critical service needs, ranked in priority order and identified as funded or unfunded*
 - ▶ *The department's organizational chart, presented to aid the user in better understanding some of the specific functions performed within each department*
 - ▶ *The department's mission statements*
-

A GUIDE TO USING THIS DOCUMENT

At the end of each department's priority statements, a cost summary is shown reflecting:

- ▶ *The cost of priorities which have been approved for funding in 2003-2004*
- ▶ *The continuing impact on future budgets of funding these priorities*
- ▶ *Unfunded priorities moved into either fiscal years 2004-2005 or 2005-2006. These priorities will be updated and reevaluated as part of next year's budget process.*

In the document, you may notice the terms **Transfers** and **Reserves**.

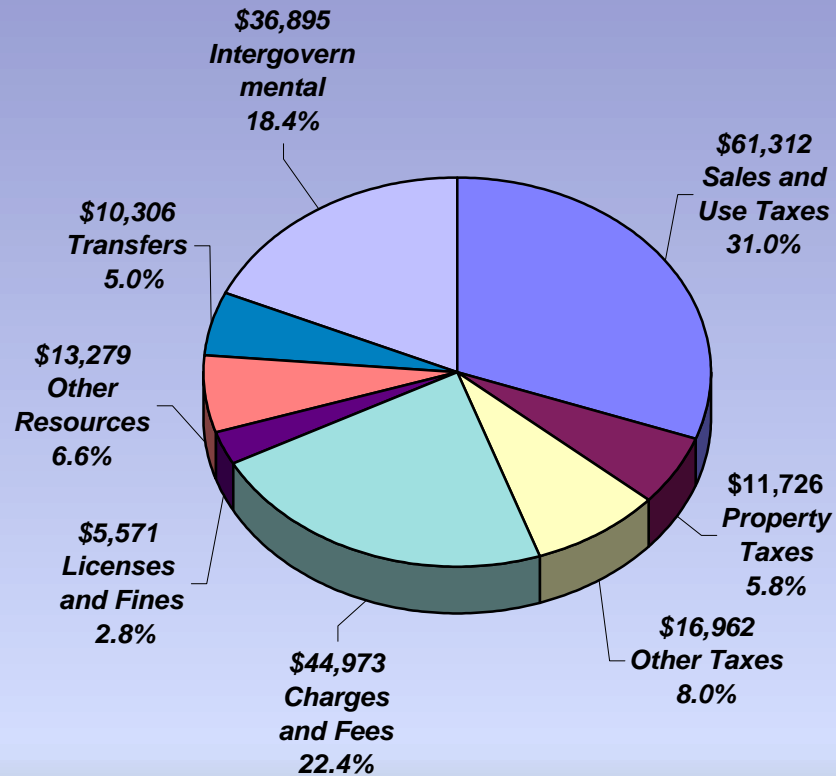
- ▶ **Transfers are made between funds, and can be either:**
 - *Operating, to cover normal operating items such as matching requirements for grant awards*
 - *For debt service, to cover the debt requirements outlined in this document*
 - ▶ **Reserves:**
 - *Reflect the balancing of available resources with appropriations*
 - *Can be either positive or negative amounts*
 - *Can result from a number of items, which reflect:*
 - ❖ *additions or reductions to fund balance*
 - ❖ *resources received from the issuance of debt*
 - ❖ *restriction of resources for future allocation*
-

ALL FUND GROUPS

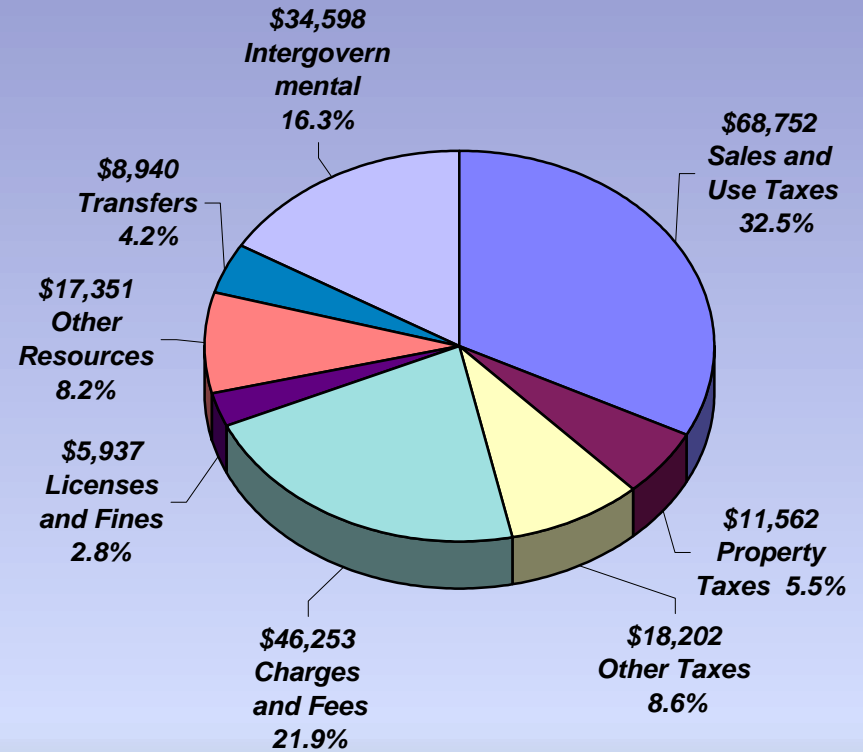
The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general operating, grant & special revenue, capital projects, debt service, enterprise and internal service.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

2002-2003 OPERATING BUDGET RESOURCES - \$201,024,000 All Fund Groups



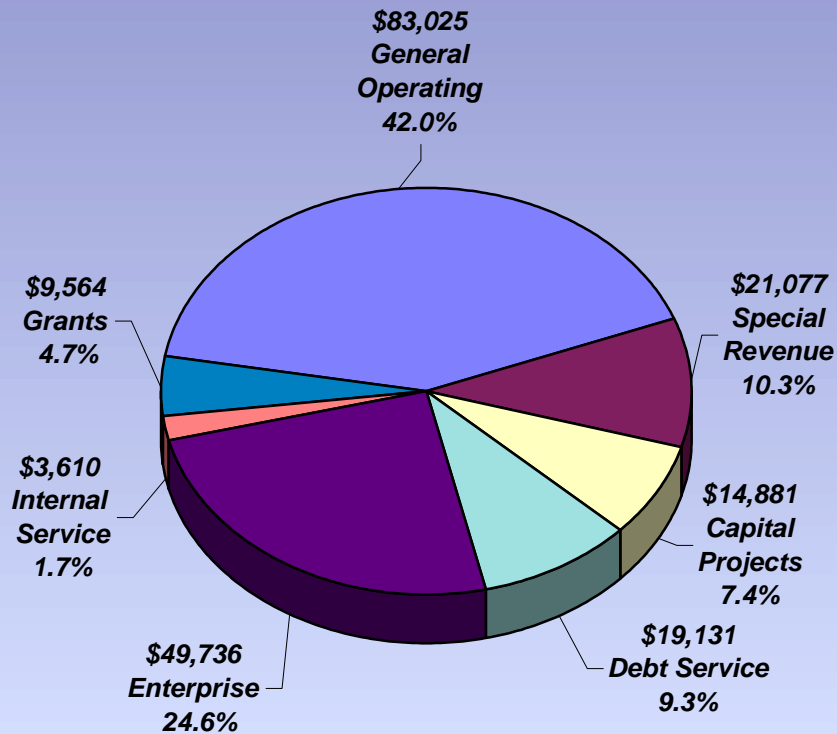
2003-2004 OPERATING BUDGET RESOURCES - \$211,595,000 All Fund Groups



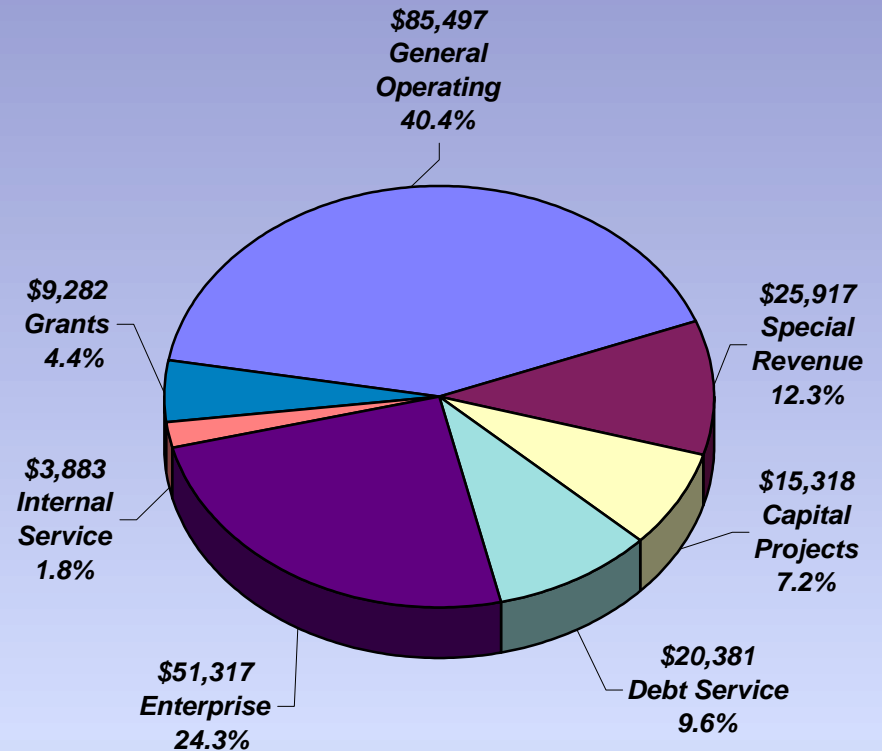
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

2002-2003 OPERATING BUDGET APPROPRIATIONS - \$201,024,000 All Fund Groups



2003-2004 OPERATING BUDGET APPROPRIATIONS - \$211,595,000 All Fund Groups



All amounts are expressed in thousands. Intrafund transfers have been eliminated.



TOTAL OPERATING BUDGET

ALL FUNDS

2003-2004 Adopted	\$211,575,000
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2002-2003 Adopted	<u>201,024,000</u>
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Increase 5.2%	\$ <u>10,551,000</u>
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- ▶ *Maintains current property tax levy*
- ▶ *No tax increases*
- ▶ *Continuation of commitment to Public Safety*
- ▶ *Continued emphasis on Traffic/Transportation Issues*
- ▶ *Funding for Neighborhood Revitalization efforts*
- ▶ *Incorporates budget policies and guidelines*

REVENUES

SCHEDULE OF PROJECTED 2004 REVENUES COMPARED TO ADOPTED 2003 AND ACTUAL 2002 TOTALS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (1)

The budget shall provide:

An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.

**SCHEDULE OF ACTUAL AND PROJECTED REVENUES
ALL FUND TYPES**

	General Fund	Public Parks	Public Health Services	Transportation Fund	Total Operating Funds	Special Revenue Funds	Grant Funds	Capital Projects Funds
TAXES								
Sales (General)	\$ 34,800,000	\$ -	\$ -	\$ -	\$ 34,800,000	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	-	-	-	-	8,700,000
Sales (Law Enforcement)	-	-	-	-	-	6,283,000	-	-
Sales (Transportation)	-	-	-	-	-	-	-	4,350,000
Sales (Parks)	-	-	-	-	-	9,148,030	-	-
Use	1,750,000	-	-	1,525,000	3,275,000	-	-	-
Property	-	3,868,241	2,332,792	-	6,201,033	850,988	-	-
In Lieu of Tax Payments	9,790,000	-	-	-	9,790,000	-	-	-
Gross Receipts	3,600,000	-	-	-	3,600,000	475,000	-	-
Cigarette	950,000	-	-	-	950,000	-	-	-
Room	75,000	-	-	-	75,000	1,110,500	-	-
Tourism	-	-	-	-	-	1,952,210	-	-
	<u>50,965,000</u>	<u>3,868,241</u>	<u>2,332,792</u>	<u>1,525,000</u>	<u>58,691,033</u>	<u>19,819,728</u>	<u>-</u>	<u>13,050,000</u>
LICENSES AND FINES								
Occupational Licenses	2,800,000	-	-	-	2,800,000	-	-	-
Permits	1,140,843	-	-	19,400	1,160,243	-	-	-
Fines and Forfeitures	1,275,000	-	-	-	1,275,000	-	-	-
Court Costs	680,500	-	-	-	680,500	-	-	-
	<u>5,896,343</u>	<u>-</u>	<u>-</u>	<u>19,400</u>	<u>5,915,743</u>	<u>-</u>	<u>-</u>	<u>-</u>
CHARGES AND FEES								
Charges for Services	642,400	-	449,500	378,000	1,469,900	1,092,100	-	1,500,000
User Fees	-	3,518,480	-	-	3,518,480	416,827	-	-
Aviation Fuel Sales	-	-	-	-	-	-	-	-
Sales of Goods	32,500	200,000	-	-	232,500	17,500	-	-
Rentals	40,000	86,800	-	-	126,800	1,000	-	-
	<u>714,900</u>	<u>3,805,280</u>	<u>449,500</u>	<u>378,000</u>	<u>5,347,680</u>	<u>1,527,427</u>	<u>-</u>	<u>1,500,000</u>
INTERGOVERNMENTAL								
Gasoline Taxes	-	-	-	4,165,000	4,165,000	-	-	-
State of Missouri	-	-	490,200	1,875,000	2,365,200	-	-	-
Greene County	3,536,929	150,000	768,250	-	4,455,179	1,300,000	-	-
Grants -								
Airport	-	-	-	-	-	-	-	-
Community Development	-	-	-	-	-	-	2,856,221	-
Workforce Development	-	-	-	-	-	-	1,660,197	-
Public Works Improvements	-	-	-	-	-	-	-	-
WIC Program	-	-	-	-	-	-	584,039	-
Police	-	-	-	-	-	-	478,657	-
Other	-	-	-	-	-	100,000	2,233,554	-
	<u>3,536,929</u>	<u>150,000</u>	<u>1,258,450</u>	<u>6,040,000</u>	<u>10,985,379</u>	<u>1,400,000</u>	<u>7,812,668</u>	<u>-</u>
Interest on Investments	414,339	-	-	-	414,339	308,400	-	50,000
Special Assessment Tax Bills	-	-	-	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-	-	-
Other Sources	1,000,000	-	300,000	-	1,300,000	1,533,843	9,872	-
Other Miscellaneous Revenues	76,400	195,168	7,600	-	279,168	1,328,033	1,305,000	259,094
	<u>1,490,739</u>	<u>195,168</u>	<u>307,600</u>	<u>-</u>	<u>1,993,507</u>	<u>3,170,276</u>	<u>1,314,872</u>	<u>309,094</u>
REVENUES BEFORE TRANSFERS	<u>62,603,911</u>	<u>8,018,689</u>	<u>4,348,342</u>	<u>7,962,400</u>	<u>82,933,342</u>	<u>25,917,431</u>	<u>9,127,540</u>	<u>14,859,094</u>
TRANSFERS FROM OTHER FUNDS	<u>1,458,984</u>	<u>1,104,175</u>	<u>-</u>	<u>-</u>	<u>2,563,159</u>	<u>-</u>	<u>154,478</u>	<u>459,000</u>
TOTAL REVENUES	<u>\$ 64,062,895</u>	<u>\$ 9,122,864</u>	<u>\$ 4,348,342</u>	<u>\$ 7,962,400</u>	<u>\$ 85,496,501</u>	<u>\$ 25,917,431</u>	<u>\$ 9,282,018</u>	<u>\$ 15,318,094</u>

**SCHEDULE OF ACTUAL AND PR
ALL FUND TYPES**

	Debt Service Funds	Enterprise Funds	Internal Service Funds	Proposed 2003-2004 Total	Adopted 2002-2003 Total	Actual 2001-2002 Total	Projected 2004-2005 Total
TAXES							
Sales (General)	\$ -	\$ -	\$ -	\$ 34,800,000	\$33,400,000	\$ 32,822,855	\$ 35,844,000
Sales (Capital Improvement)	-	-	-	\$ 8,700,000	8,287,000	7,979,833	8,961,000
Sales (Law Enforcement)	-	-	-	6,283,000	6,100,000	6,478,044	6,471,490
Sales (Transportation)	-	-	-	4,350,000	4,175,000	3,984,148	4,480,500
Sales (Parks)	-	-	-	9,148,030	6,400,000		9,422,471
Use	-	-	-	3,275,000	2,950,000	2,963,847	3,373,250
Property	4,510,000	-	-	11,562,021	11,726,302	11,073,012	11,908,882
In Lieu of Tax Payments	-	250,000	-	10,040,000	8,487,000	8,393,179	10,341,200
Gross Receipts	-	-	-	4,075,000	3,966,250	2,368,491	4,197,250
Cigarette	-	-	-	950,000	1,000,000	958,280	978,500
Room	-	-	-	1,185,500	1,369,000	1,122,137	1,221,065
Tourism	-	-	-	1,952,210	2,140,045	1,402,923	2,010,776
	4,510,000	250,000	-	96,320,761	90,000,597	79,546,749	99,210,384
LICENSES AND FINES							
Occupational Licenses	-	20,000	1,500	2,821,500	2,800,000	2,689,633	2,906,145
Permits	-	-	-	1,160,243	968,900	887,952	1,195,050
Fines and Forfeitures	-	-	-	1,275,000	1,125,000	1,351,973	1,313,250
Court Costs	-	-	-	680,500	677,000	665,701	700,915
	-	20,000	1,500	5,937,243	5,570,900	5,595,259	6,115,360
CHARGES AND FEES							
Charges for Services	-	24,888,600	2,704,266	31,654,866	28,832,492	28,978,443	32,604,512
User Fees	-	6,695,500	-	10,630,807	10,484,007	9,333,560	10,949,731
Aviation Fuel Sales	-	-	-	2,030,000	1,687,500	1,644,991	2,090,900
Sales of Goods	-	2,893,900	-	1,113,900	1,162,500	1,846,406	1,147,317
Rentals	-	2,891,087	-	3,018,887	2,806,115	2,808,598	3,109,454
	-	37,369,087	2,704,266	48,448,460	44,972,614	44,611,998	49,901,914
INTERGOVERNMENTAL							
Gasoline Taxes	-	-	-	4,165,000	4,100,000	4,077,001	4,289,950
State of Missouri	5,000,000	-	-	7,365,200	8,567,423	8,387,163	7,586,156
Greene County	-	-	-	5,755,179	5,188,400	3,054,625	5,927,834
Grants -							
Airport	-	9,400,000	-	9,400,000	10,772,470	11,518,142	9,682,000
Community Development	-	-	-	2,856,221	3,400,350	2,815,319	2,941,908
Workforce Development	-	-	-	1,660,197	1,983,587	3,170,729	1,710,003
Public Works Improvements	-	-	-	-	-	544,695	-
WIC Program	-	-	-	584,039	565,544	329,181	601,560
Police	-	-	-	478,657	307,340	1,485,024	493,017
Other	-	-	-	2,333,554	2,009,578	2,805,039	2,403,561
	5,000,000	9,400,000	-	34,598,047	36,894,692	38,186,918	35,635,988
Interest on Investments	648,073	3,760,000	-	5,180,812	6,250,195	8,938,682	5,336,236
Special Assessment Tax Bills	1,000,000	-	-	1,000,000	100,000	108,131	1,030,000
Interest on Tax Bills	50,000	-	-	50,000	150,000	20,691	51,500
Bond and Loan Proceeds	-	-	-	-	-	26,416,889	-
Other Sources	-	-	30,000	2,873,715	4,326,026	4,576,320	2,959,926
Other Miscellaneous Revenues	4,580,299	465,650	8,500	8,225,744	2,453,036	8,341,508	8,472,103.32
	6,278,372	4,225,650	38,500	17,330,271	13,279,257	48,402,221	17,849,766
REVENUES BEFORE TRANSFERS	15,788,372	51,264,737	2,744,266	202,634,782	190,718,060	216,343,145	208,713,412
TRANSFERS FROM OTHER FUNDS	4,592,226	52,250	1,138,857	8,959,970	10,306,110	6,181,008	9,208,581
TOTAL REVENUES	\$ 20,380,598	\$ 51,316,987	\$ 3,883,123	\$ 211,594,752	\$201,024,170	\$ 222,524,153	\$ 217,921,994

APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS ALL FUND TYPES

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (2)

The budget shall provide:

An itemized statement of proposed expenditures recommended by the City Manager for each office, department or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS
ALL FUND TYPES

	2001-2002 <u>Actual</u>	2002-2003 <u>Adopted</u>	2003-2004 <u>Proposed</u>	2004-2005 <u>Projected</u>
<u>GENERAL OPERATING FUNDS</u>				
Building Development Services	\$ 1,629,988	\$ 1,675,374	\$ 1,787,974	\$ 1,841,613
City Attorney	1,552,387	1,417,738	1,481,436	1,525,879
City Clerk	271,438	274,412	298,697	307,655
City Manager	672,841	652,543	685,070	705,622
Emergency Communications	2,207,859	3,187,512	3,527,340	3,633,160
Finance	1,699,497	2,337,527	1,990,604	2,050,322
Fire	13,115,040	13,421,122	13,832,260	14,247,228
Human Resources	794,222	849,214	898,433	925,386
Information Systems	2,035,312	1,951,196	2,118,655	2,182,215
Mayor and City Council	58,595	64,357	64,357	66,288
Municipal Court	1,220,691	1,325,235	1,355,464	1,396,128
Non-Departmental	2,219,722	2,876,910	3,408,102	3,510,345
Planning and Development	1,301,549	1,634,705	1,632,668	1,681,648
Police	18,608,193	19,084,514	20,014,334	20,614,764
Public Health Services	5,347,150	5,603,458	5,348,772	5,509,235
Public Information Office	781,500	350,208	382,894	394,381
Public Parks	9,432,496	10,802,603	10,860,644	11,186,463
Public Works	6,483,378	6,665,929	6,858,797	7,064,561
Public Works - Transportation	8,835,803	8,850,000	8,950,000	9,218,500
TOTAL GENERAL OPERATING FUNDS	78,267,661	83,024,557	85,496,501	88,061,396
<u>SPECIAL REVENUE FUNDS</u>				
Art Museum	923,682	882,222	943,788	972,102
Convention and Visitors Bureau	1,984,683	2,065,045	2,425,000	2,497,750
Hotel/Motel Tax	1,668,190	1,369,000	1,952,210	2,010,776
Parks 1/4 Cent Sales Tax	-	6,400,000	9,634,857	9,923,903
Law Enforcement Sales Tax	7,223,063	7,349,758	7,832,663	8,067,643
Police Special Revenue	518,658	743,001	869,508	895,593
Telecable Special Revenue	434,341	606,967	664,654	684,594
Road and Bridge Maintenance Fund	1,257,544	1,300,000	1,320,000	1,359,600
Miscellaneous Special Revenue	468,370	361,013	274,751	282,994
TOTAL SPECIAL REVENUE FUNDS	14,478,531	21,077,006	25,917,431	26,694,954
<u>GRANT REVENUE FUNDS</u>				
Workforce Development	3,175,146	1,983,587	1,660,197	1,710,003
Community Development	1,690,469	1,904,292	1,702,872	1,753,958
WIC Program	331,200	565,544	584,039	601,560
Other Grants	6,269,003	5,110,254	5,334,910	5,494,957
TOTAL GRANT REVENUE FUNDS	11,465,818	9,563,677	9,282,018	9,560,478

SUMMARY OF EXPENDITURES AND APPROPRIATIONS
ALL FUND TYPES (continued)

	<u>2001-2002</u> <u>Actual</u>	<u>2002-2003</u> <u>Adopted</u>	<u>2003-2004</u> <u>Proposed</u>	<u>2004-2005</u> <u>Projected</u>
<u>CAPITAL PROJECTS FUNDS</u>				
Capital Improvements Sales Tax	\$ 13,062,650	\$ 12,462,000	\$ 13,050,000	\$ 13,441,500
Public Works/Other Improvements	2,959,515	1,757,950	1,809,094	1,863,367
Developer Agreement Projects	475,453	100,000	89,000	91,670
Capital Leases	1,377,319	561,300	370,000	381,100
TOTAL CAPITAL PROJECTS FUNDS	17,874,937	14,881,250	15,318,094	15,777,637
<u>DEBT SERVICE FUNDS</u>				
General Obligation Bonds	6,835,901	1,333,610	1,068,210	1,100,256
Leasehold Revenue Bonds		4,229,663	6,902,763	7,109,846
Certificates of Participation		5,012,358	6,241,094	6,428,327
Revenue Bonds	22,272,479	8,555,539	6,168,531	6,353,587
TOTAL DEBT SERVICE FUNDS	29,108,380	19,131,170	20,380,598	20,992,016
<u>ENTERPRISE FUNDS</u>				
Sanitary Sewerage System	27,734,045	22,850,000	24,455,000	25,188,650
Regional Airport	23,888,253	20,291,430	19,861,987	20,457,847
Solid Waste	2,319,246	3,500,000	3,800,000	3,914,000
Golf	2,799,422	3,095,000	3,200,000	3,296,000
TOTAL ENTERPRISE FUNDS	56,740,966	49,736,430	51,316,987	52,856,497
<u>INTERNAL SERVICE FUNDS</u>				
Self-Insurance	1,127,642	1,090,755	1,138,857	1,173,023
Printshop	238,227	239,325	244,266	251,594
Service Center	2,349,206	2,280,000	2,500,000	2,575,000
TOTAL INTERNAL SERVICE FUNDS	3,715,075	3,610,080	3,883,123	3,999,617
TOTAL ALL FUND TYPES	\$ 211,651,368	\$ 201,024,170	\$ 211,594,752	\$ 217,942,594

DEBT SERVICE

SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (3)

The budget shall provide:

A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the City.

DEBT SERVICE

2003-2004 REQUIREMENTS

	Original Issue	Principal Outstanding July 1, 2003	Principal	Interest and Fees
GENERAL OBLIGATION BONDS				
General Obligation Refunding Issue, Series 1993	18,740,000	2,310,000	735,000	104,505
General Obligation Stormwater Improvement Bonds, Series 2001B	3,000,000	2,810,000	100,000	128,705
Total General Obligation Bonds	21,740,000	5,120,000	835,000	233,210
LEASEHOLD REVENUE BONDS				
Public Building Corporation Leasehold Revenue Bonds Series 1999 (Stormwater/Warning System/Firestations)	16,000,000	16,000,000	500,000	843,361
Public Building Corporation Leasehold Revenue Bonds Refunding Series 1997 (Busch Building)	6,365,000	4,105,000	425,000	194,576
Public Building Corporation Leasehold Improvement Series 1992 (Parks Tennis Facility)	2,245,000	570,000	100,000	35,248
Public Building Corporation Leasehold Improvement Series 1995 (Parks Improvement)	3,360,000	2,099,760	224,505	110,295
Public Building Corporation Leasehold Revenue Bonds Series 1998 (Jordan Valley Park)	8,500,000	8,315,000	100,000	420,767
Public Building Corporation Leasehold Revenue Bonds Series 2000A (Jordan Valley Park)	5,916,467	5,916,467	5,000	110,993
Public Building Corporation Leasehold Revenue Bonds Series 2000B (Recreation Ice)	8,850,000	8,810,000	45,000	533,557
Public Building Corporation Leasehold Revenue Bonds Series 2001A (Capital Improvement Projects)	7,885,000	7,195,000	355,000	350,095
Public Building Corporation Leasehold Revenue Bonds Series 2001B (South Side Police Station)	4,005,000	3,880,000	115,000	185,313
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	19,375,000	-	884,240
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	6,130,000	-	460,976
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	5,470,000	80,000	411,344
Public Building Corporation Leasehold Revenue Bonds Series 2002D (Parking Garage)	8,190,000	8,190,000	-	378,510
Public Building Corporation Leasehold Revenue Bonds Series 2002E (Parking Garage)	850,000	850,000	-	33,983
TOTAL PUBLIC BUILDING CORPORATION	103,141,467	96,906,227	1,949,505	4,953,258

DEBT SERVICE

2003-2004 REQUIREMENTS

	Original Issue	Principal Outstanding July 1, 2003	Principal	Interest and Fees
<u>CERTIFICATES OF PARTICIPATION</u>				
Certificates of Participation Series 2000 (Law Enforcement Communication System Project)	7,430,000	6,640,000	825,000	360,720
Certificates of Participation Series 2001 (Partnership Industrial Park -West)	4,080,000	4,080,000	-	155,873
Certificates of Participation Series 2001 (Springfield/Greene County Park Board)	18,390,000	15,380,000	3,650,000	604,925
Certificates of Participation Series 2002 (ERP System)	3,315,000	2,915,000	450,000	194,576
TOTAL CERTIFICATES OF PARTICIPATION	33,215,000	29,015,000	4,925,000	1,316,094
<u>REVENUE BONDS</u>				
State of Missouri State Highway Improvement Corporation Revenue Bonds, Series 1997	33,680,000	14,100,000	5,630,000	562,255
State of Missouri State Highway Improvement Corporation Highway Department Loans	2,870,000	2,870,000	-	77,479
State of Missouri State Revolving Fund Program Water Pollution Control, EIERA Series 1990, 1992, 1994, 1997 and 1998 (Sewerage System)	40,360,000	30,722,000	2,480,000	1,695,410
Public Building Corporation Leasehold Improvement Revenue Series 1995 (Golf)	4,650,000	2,905,968	314,483	148,896
Public Building Corporation Leasehold Improvement Revenue Series 1995 (Trunk Sewer)	1,975,000	1,234,272	136,013	64,397
Public Building Corporation Leasehold Refunding Series 1998 (Airport)	7,390,000	5,080,000	520,000	234,688
Public Building Corporation Leasehold Revenue Bonds Estimated Issue Date June 1, 2001 (Airport)	34,550,000	20,980,000	5,670,000	953,639
Missouri Transportation Finance Corporation (MTFC) Direct Loan for Airport Improvements 2000	2,100,000	712,500	712,500	44,745
TOTAL REVENUE BONDS	127,575,000	78,604,740	15,462,996	3,781,509

Human Resources Full-Time Equivalents

**BUDGETED POSITIONS BY FUND
FISCAL YEARS 2002 - 2004**
FULL - TIME EQUIVALENTS

	2001-2002	2002-2003	2003-2004
	<u>Actual</u>	<u>Adopted</u>	<u>Proposed</u>
<u>GENERAL OPERATING FUND DEPARTMENTS</u>			
Building Development Services	25.50	25.50	25.50
City Attorney	18.00	18.00	18.00
City Clerk	5.50	5.50	5.50
City Manager	8.00	8.00	8.00
Emergency Communications	47.00	60.00	60.00 *
Finance	31.00	32.00	32.00
Fire	210.00	210.00	213.00
Human Resources	14.00	14.00	14.50
Information Systems	21.00	21.00	22.00
Mayor's Commission	2.00	2.00	2.00
Municipal Court	24.00	24.00	25.00
Planning and Development	15.67	15.67	17.67
Police	406.00	401.00	401.00
Public Health Services	87.00	85.00	84.00
Public Information Office	12.00	13.00	13.00
Public Parks	79.00	109.00	116.00 **
Public Works	102.15	102.60	101.10
Public Works - Transportation	98.90	97.90	99.40
Total General Operating Funds	1,206.72	1,244.17	1,257.67
Average Annual Increase (Decrease) 2002-2004			2.1%
<u>GRANTS AND SPECIAL REVENUE FUNDS</u>			
Art Museum	13.38	13.38	13.38
Hotel/Motel Tax	1.00	1.00	1.50
Grant Funds - Community Development	11.05	11.05	11.05
- Home Investment	1.50	1.50	1.50
- Planning	4.78	4.78	3.78
- Public Health	7.00	7.00	11.50
- WIC Program	8.00	8.00	8.00
- Workforce Development	26.00	39.00	36.00
Total Grants and Special Revenue Funds	72.71	85.71	86.71
<u>ENTERPRISE AND INTERNAL SERVICE FUNDS</u>			
Golf	18.00	18.00	18.00
Regional Airport	67.00	73.00	75.00
Sanitary Sewer System	84.00	84.00	84.00
Solid Waste	25.60	25.60	25.60
Printshop	2.00	2.00	2.00
Self-Insurance	4.00	4.00	4.00
Service Center	22.35	21.90	22.40
Total Enterprise & Internal Service Funds	222.95	228.50	231.00
TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS	<u>1,502.38</u>	<u>1,558.38</u>	<u>1,575.38</u>
Average Annual Increase (Decrease) 2002-2004			2.4%

GENERAL OPERATING BUDGET

General Fund
Public Parks Fund
Public Health Services Fund
Public Works Transportation Fund

Budget Policies

- ❑ **Maintain an appropriate level of general government services funded from current resources.**
- ❑ **Maintain fund balance at a level of 8 - 10% of our operating funds budget.**
- ❑ **Provide competitive pay and benefits to our employees for our market and region.**
 - ▶ *Compare employee pay with those of the 11 cities surveyed and local salary information. Goal is to be competitive with the benchmarked cities and the local market. Generally, the City tries to keep salaries in the middle third of the benchmarked cities.*
 - ▶ *Maintain salaries and benefits in the range 73-77% of the operating funds budget.*
- ❑ **Provide a consistent level of service through appropriate use of non-recurring revenue.**
 - ▶ *Use of one time revenue should be limited to non-recurring expenses such as land acquisition or major capital purchases.*
- ❑ **Continue to look for new sources of revenue to improve the balance in the revenue structure.**
- ❑ **Maximize costs recovery through fees for municipal services, consistent with City Council direction.**
 - ▶ *Finance Department shall review charges for municipal services annually.*
 - ▶ *Efficiencies achieved in delivery of services shall be accompanied by a reduction in the fee.*
 - ▶ *Recommended fee increases shall be subject to an annual cap.*
- ❑ **Seek the best level of service at the least cost through City forces, private sector contracts and not for profit contracts.**
 - ▶ *Contracts for private sector services will include a formal bid process to insure an equal opportunity for the City and private sector to submit competitive bids.*
 - ▶ *Contracts with not for profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met.*
 - ▶ *All contracts will include specific services to be provided and will require a financial and services accomplishments report.*

"Working With the Community"- Action Plan for the 2003-2004 Budget Year

Commitment to Public Safety

- ☐ Funding for three new firefighters to serve annexed areas.
- ☐ Funding to begin IAFC/ICMA Fire Accreditation Program.
- ☐ Final year of three year plan to provide take home vehicles to police officers.

Neighborhood Revitalization

- ☐ Funding to support neighborhood assessment process and to implement priorities resulting from this process.
- ☐ Continue to address dangerous and boarded buildings.
- ☐ Additional funding for Employer Assisted Housing Program in target areas.

Traffic and Transportation

- ☐ Coordination with MoDOT to enhance timing of traffic signals.
- ☐ Implementation of Phase I of Intelligent Transportation System utilizing Federal funding.

Provides needed program support

- ☐ Provides resources for GIS support.
- ☐ Continues Phase II of Integrated Financial Management and Human Resource System.
- ☐ Continues investment in technology.

Maintains operating reserves

- ☐ Projected 2004 ending fund balance should remain at the 8 - 10% goal.

Overview of General Operating Budget

2003-2004 Proposed Budget	\$ 85,497,000
2002-2003 Adopted Budget	<u>\$ 83,025,000</u>
Increase .1%	<u><u>\$ 2,472,000</u></u>

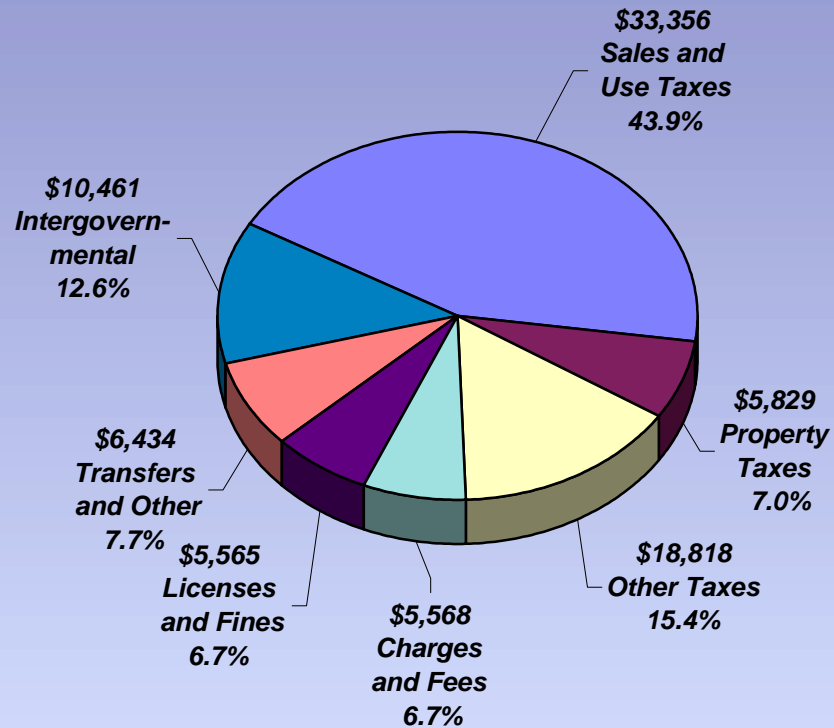
Resources

Expenditures

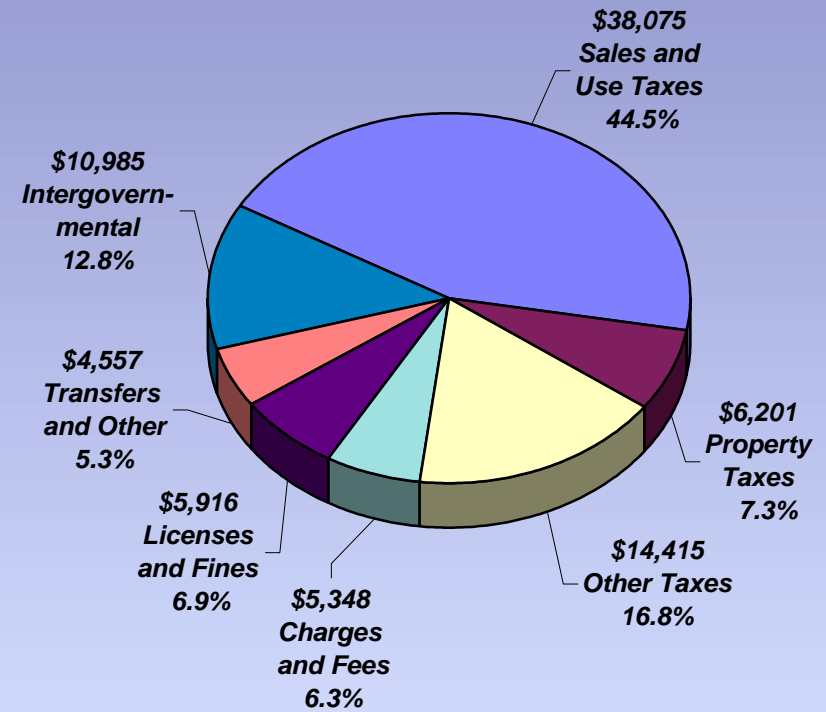
Increase in Sales Tax Revenue	\$1,400,000	1.70%	Full-year funding for merit pay increases and pay plan improvements approved by City Council in 2003	\$2,100,000
Increase in fees and other revenue sources	700,000	1.00%		
Use of General Fund Reserve	1,000,000	1.15%	Resources to fund critical priorities	400,000
Decrease in interest revenue	(600,000)	(.85)%		<u>\$ 2,500,000</u>
	<u>\$ 2,500,000</u>	<u>4.1%</u>		

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

2002-2003 OPERATING BUDGET RESOURCES - \$83,025,000 General Operating Funds



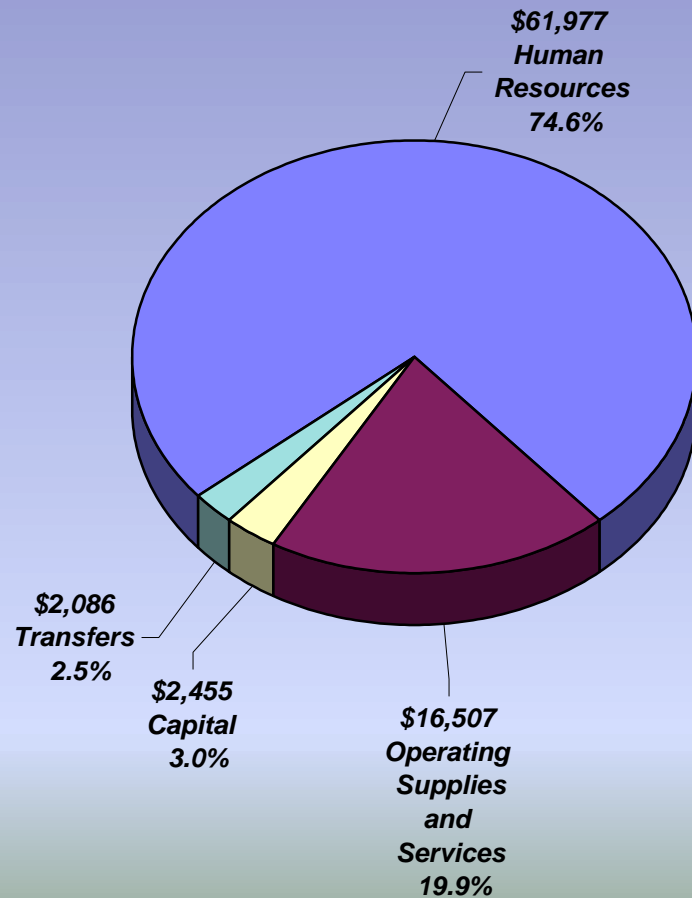
2003-2004 OPERATING BUDGET RESOURCES - \$85,497,000 General Operating Funds



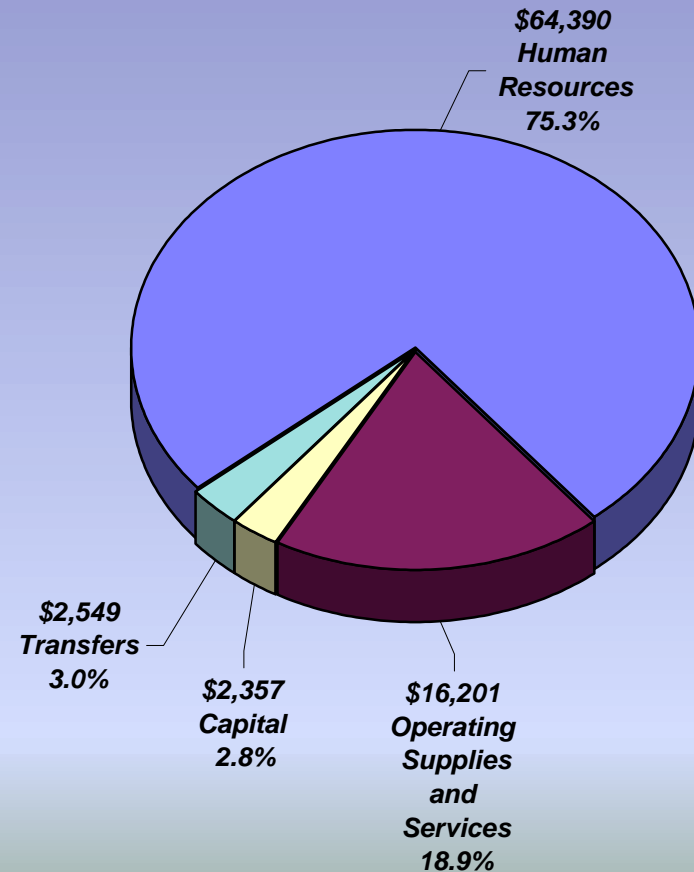
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

2002-2003 OPERATING BUDGET APPROPRIATIONS - \$83,025,000 General Operating Funds



2003-2004 OPERATING BUDGET APPROPRIATIONS - \$85,497,000 General Operating Funds



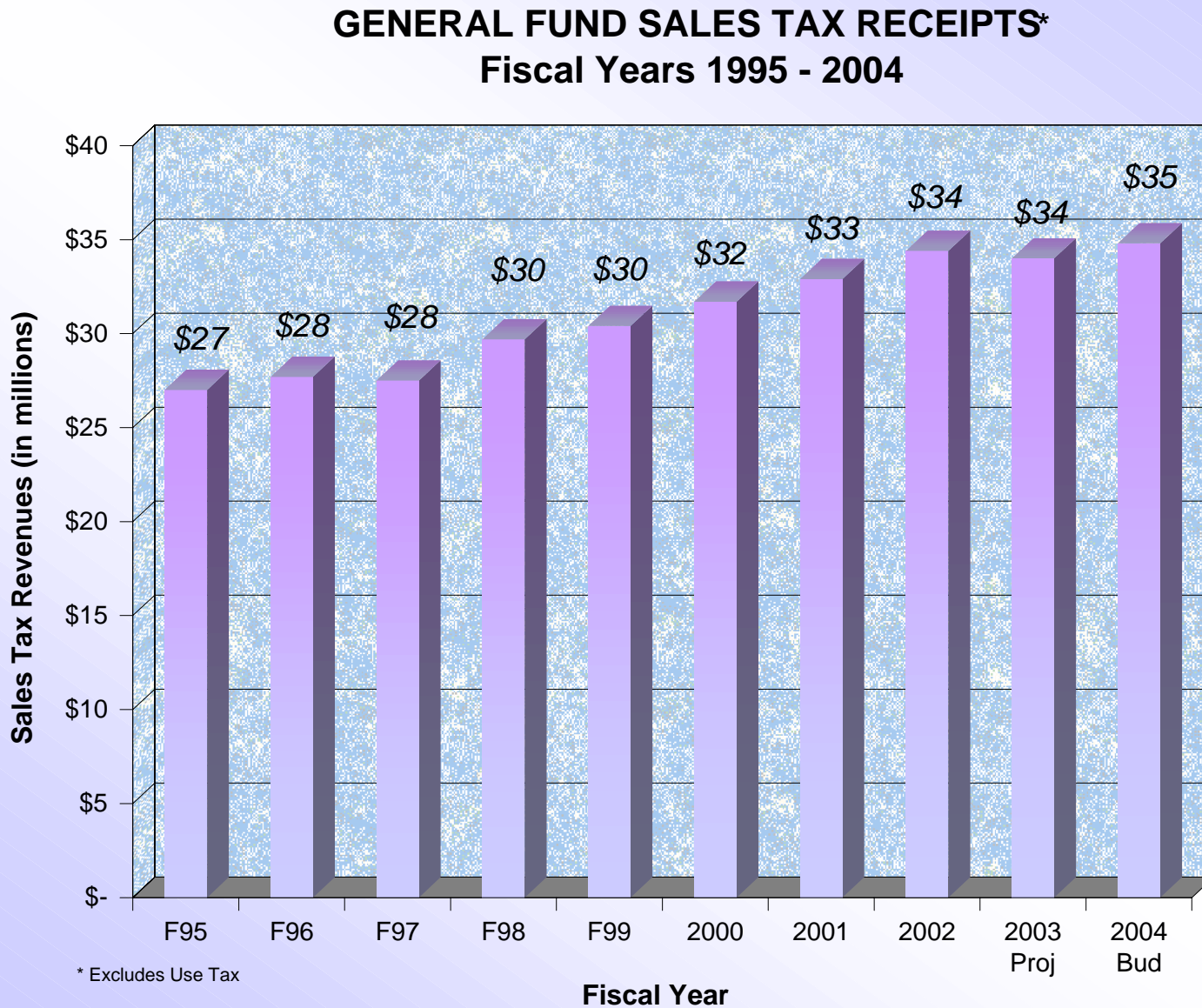
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

**PERFORMANCE
MEASUREMENTS
AND
BENCHMARKS**



TAXING EFFORT

City of Springfield, Missouri - 2003-2004 Annual Operating Budget





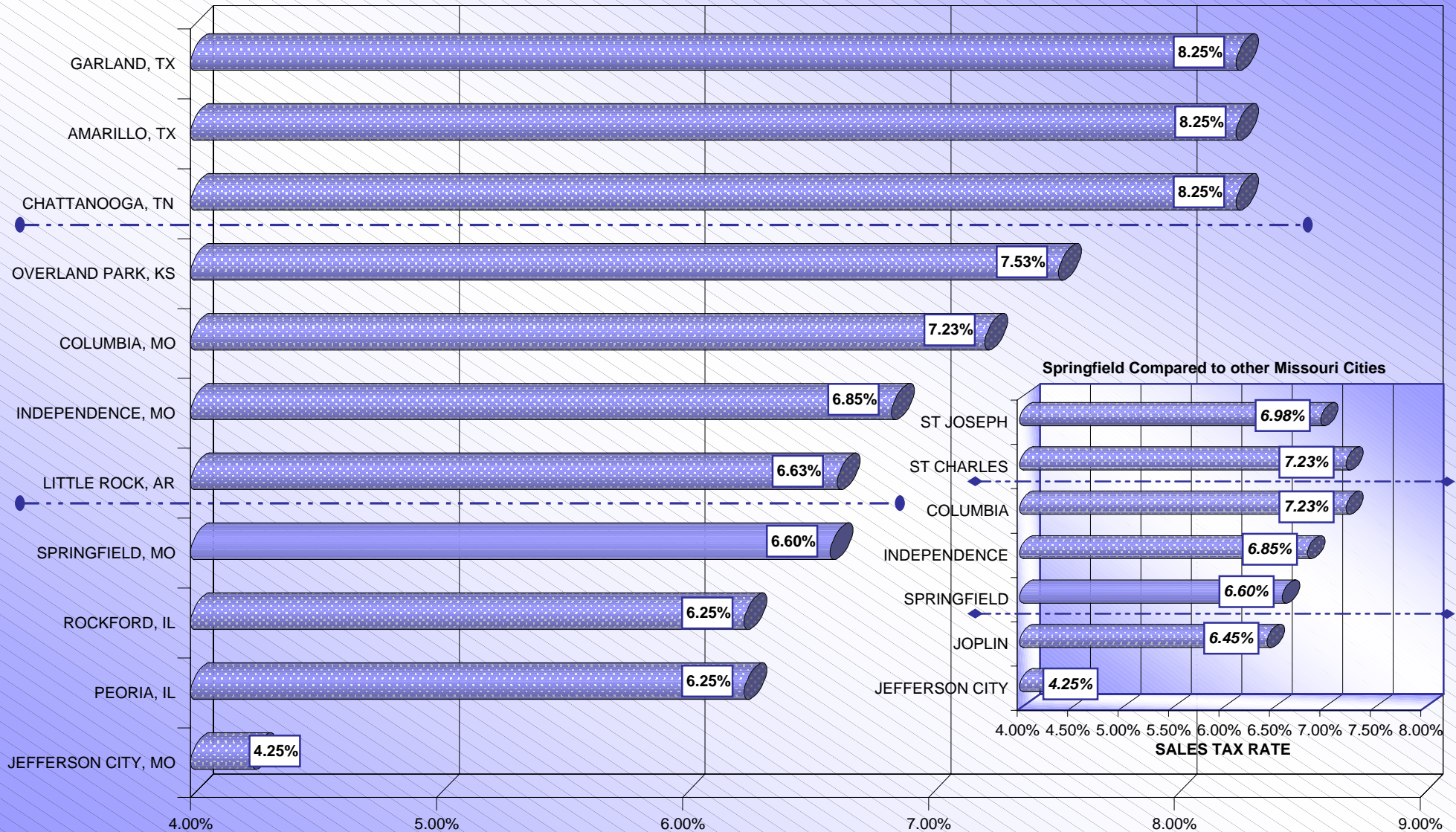
"Working with the Community"

Total Sales Tax Rate

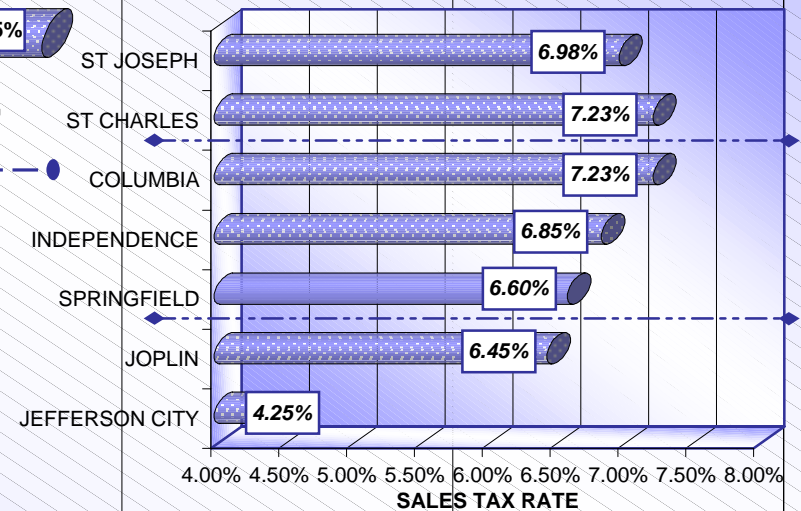
The data for this measurement shows the sum of each cities City, County and State sales tax.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

TOTAL SALES TAX RATE Springfield Compared to other Cities



Springfield Compared to other Missouri Cities



SALES TAX RATE
Rates include all City, County and State sales taxes



"Working with the Community"

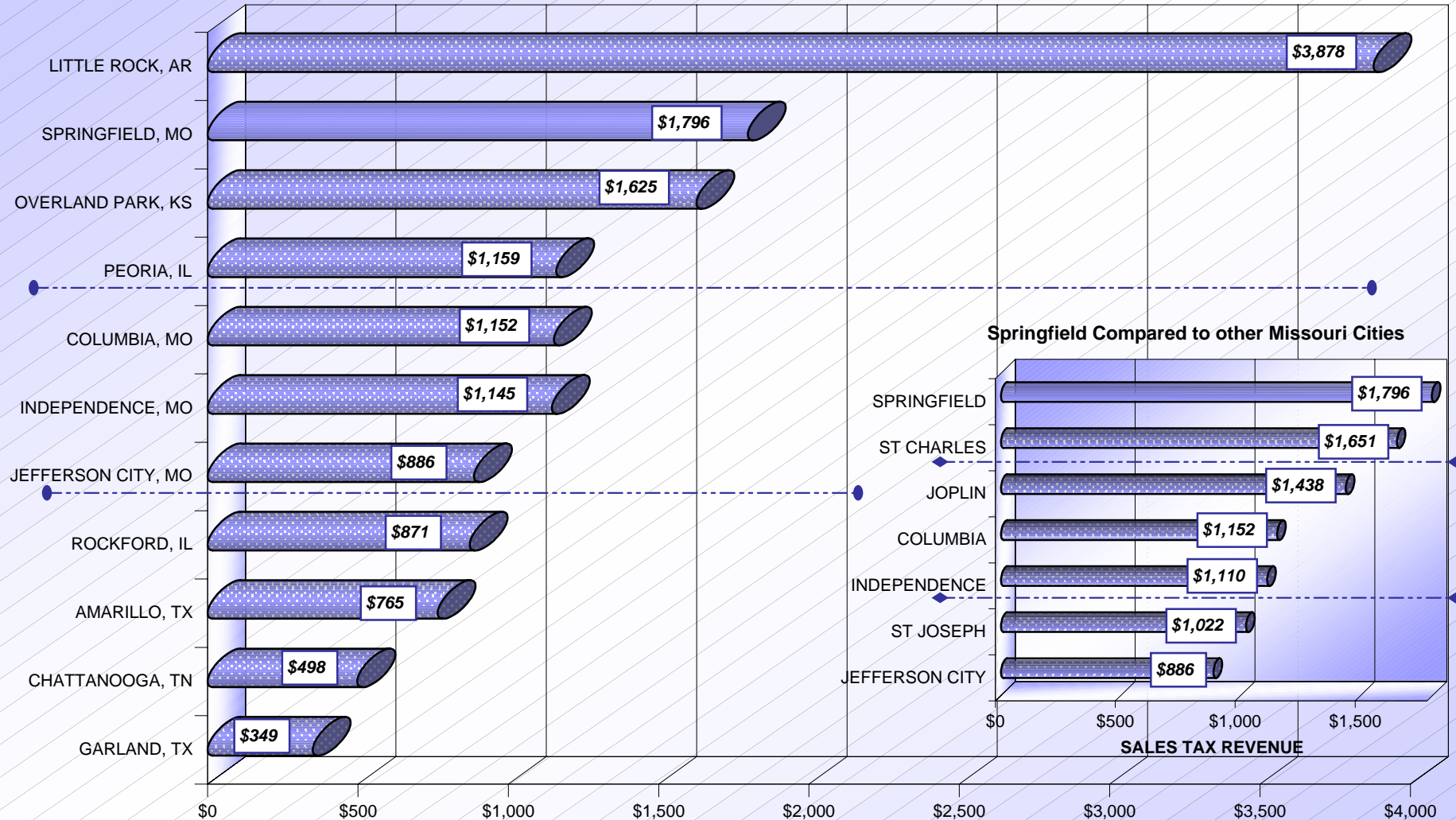
Sales Tax Revenue per Capita

This measurement shows the total sales tax revenue collected by each city divided by that City's population. Springfield's Law Enforcement, Parks Improvements, Use, Cigarette and Franchise taxes are excluded.

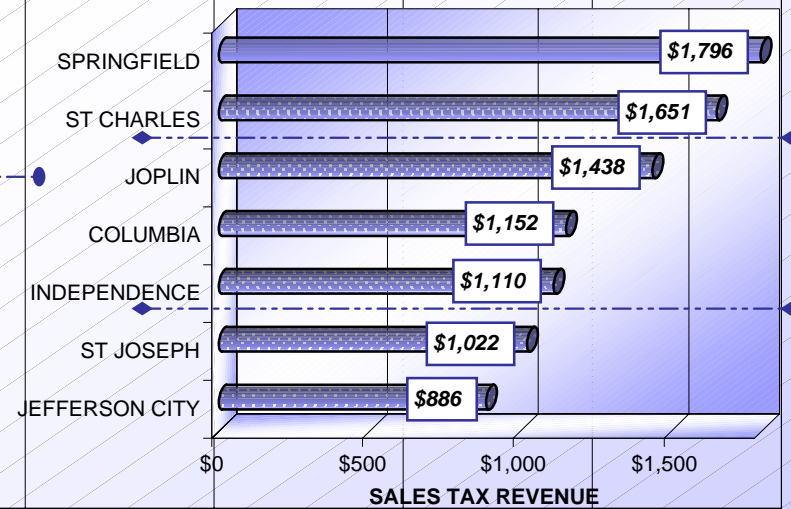
City of Springfield, Missouri - 2003-2004 Annual Operating Budget

SALES TAX REVENUE PER CAPITA

Springfield Compared to other Cities



Springfield Compared to other Missouri Cities



SALES TAX REVENUE

Revenues include all City, County and State sales taxes



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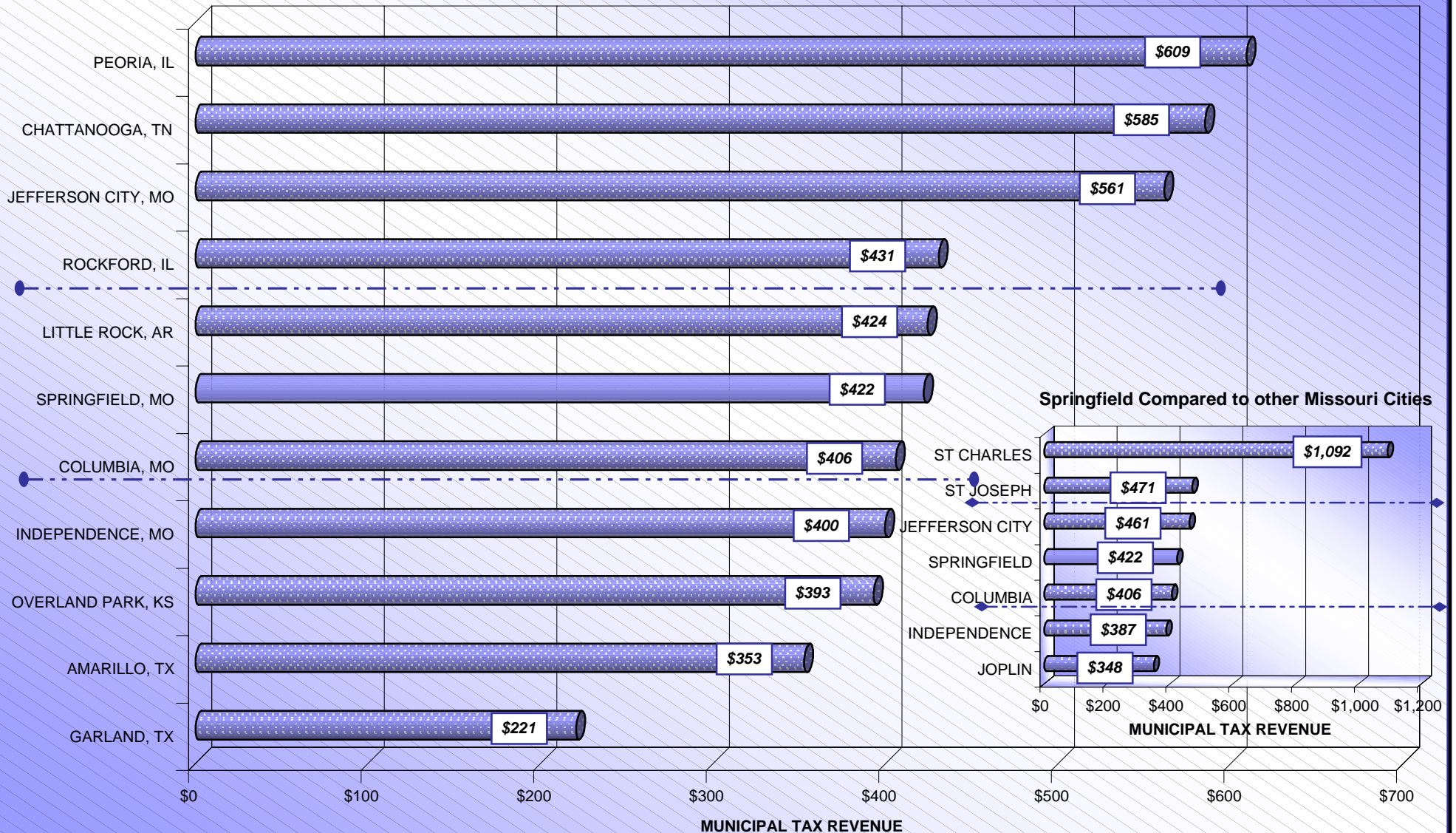
Total Municipal Tax Revenue per Capita

Total Tax Revenue from all funds for each city is divided by that City's population.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

TOTAL MUNICIPAL TAX REVENUE PER CAPITA

Springfield Compared to other Cities



Source: Statistical information from each city's 2001 or 2002 fiscal year Comprehensive Annual Financial Report.



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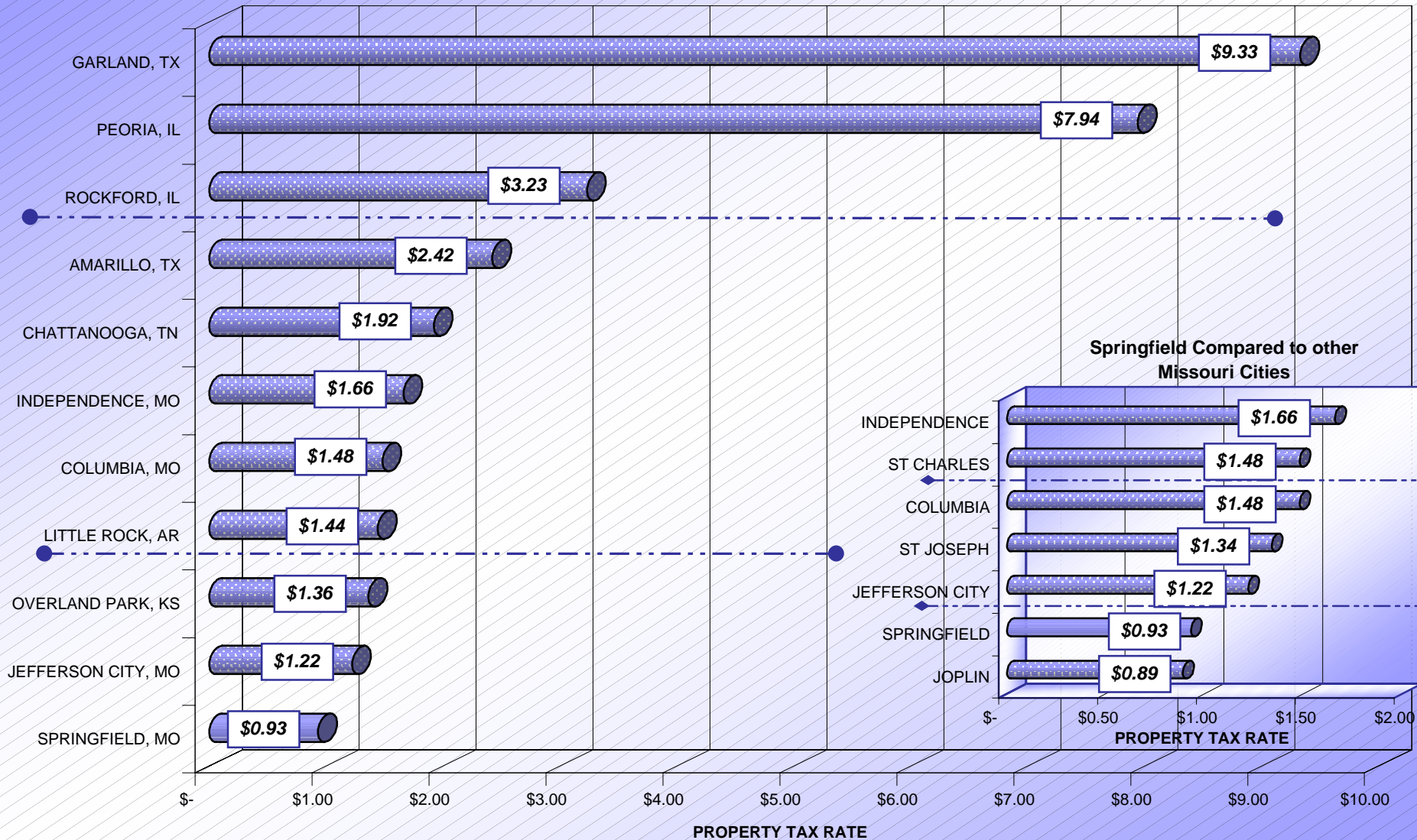
Effective Total Property Tax Rate per \$100 Actual Value

This measure creates a standardized rate that factors in the various property assessment ratios used by each city. $\text{Effective Total Property Tax Rate} = \text{Total Property Tax Rate} \times \text{Total Assessed Property Value} \div \text{Total Estimated Actual Property Value}$.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

EFFECTIVE TOTAL PROPERTY TAX RATE PER \$100 ACTUAL VALUE

Springfield Compared to other Cities



Source: Statistical information from each city's 2001 or 2002 fiscal year Comprehensive Annual Financial Report.



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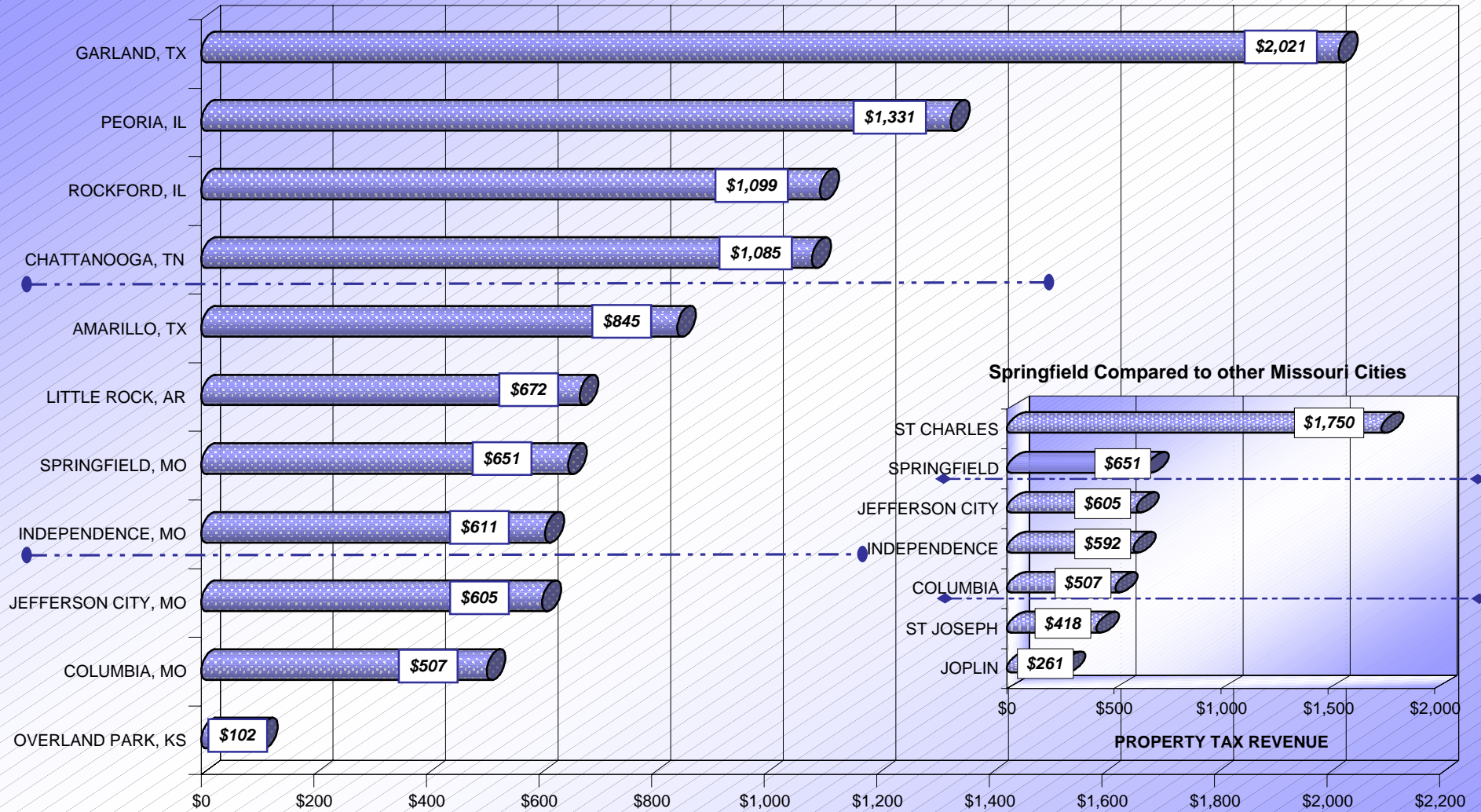
Total Property Tax Revenue per Capita

This measure divides the Total Property Tax Revenue for each city by that City's population.

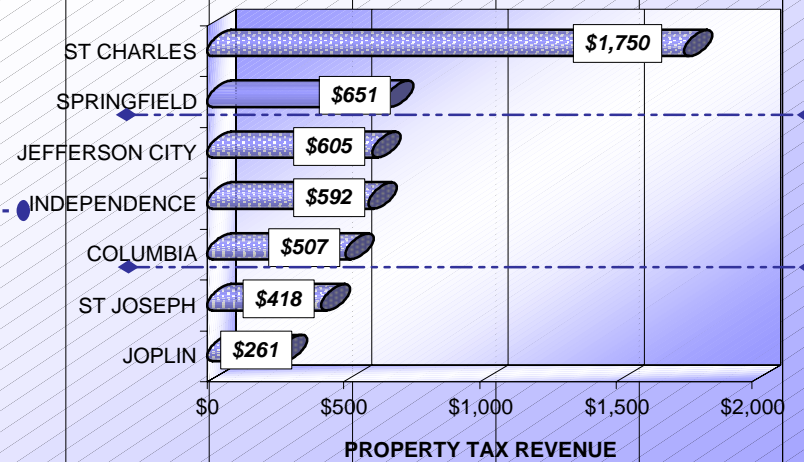
City of Springfield, Missouri - 2003-2004 Annual Operating Budget

TOTAL PROPERTY TAX REVENUE PER CAPITA

Springfield Compared to other Cities



Springfield Compared to other Missouri Cities



PROPERTY TAX REVENUE

Revenues include all City, County, State and other property taxes



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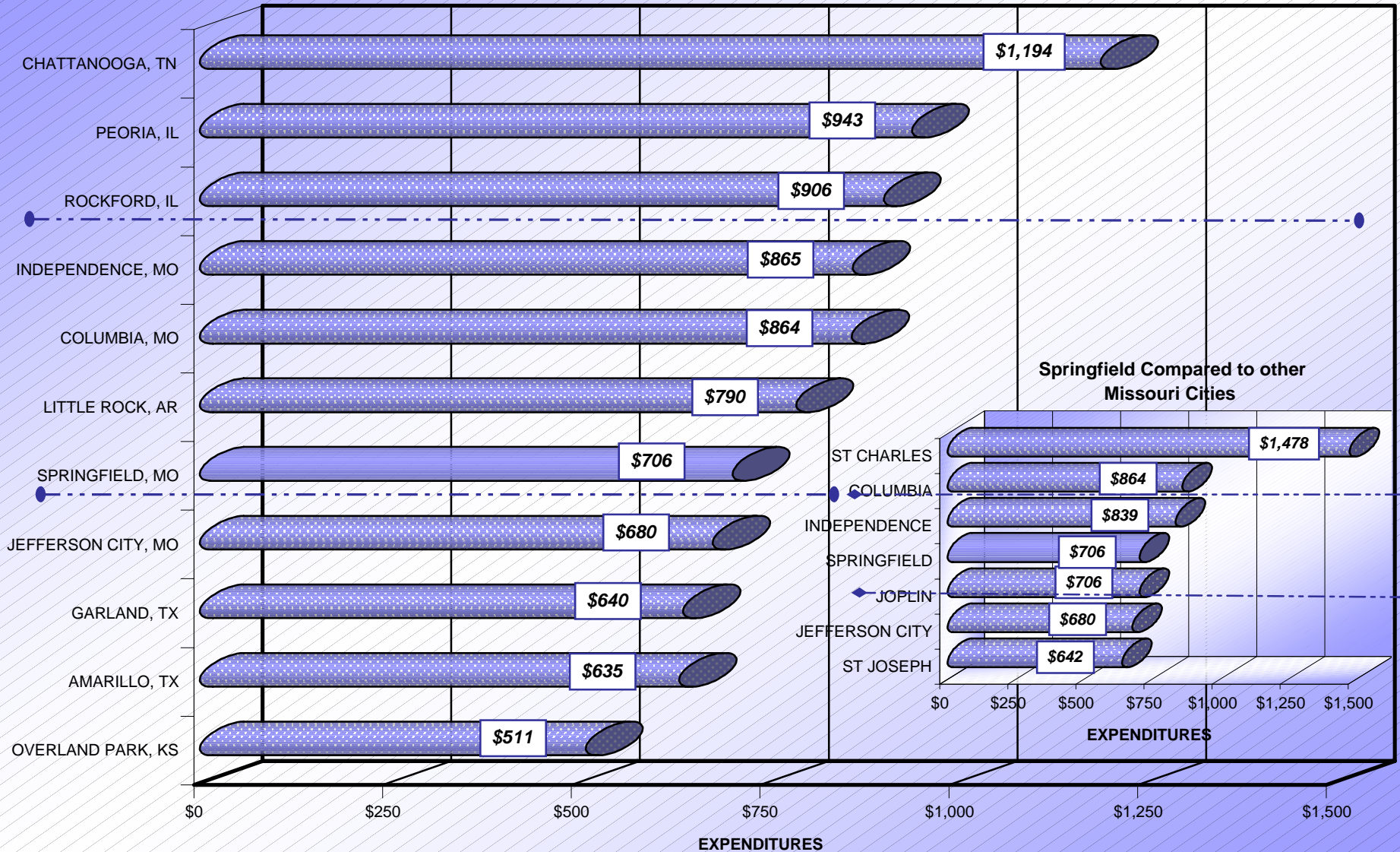
General Governmental Expenditures per Capita

General Governmental Expenditures consist of General, Special Revenue and Debt Service Fund expenditures. Transfers have been eliminated. The total expenditures for these funds from each city is divided by that City's population.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

GENERAL GOVERNMENTAL EXPENDITURES PER CAPITA

Springfield Compared to other Cities



Source: Statistical information from each city's 2001 or 2002 fiscal year Comprehensive Annual Financial Report.



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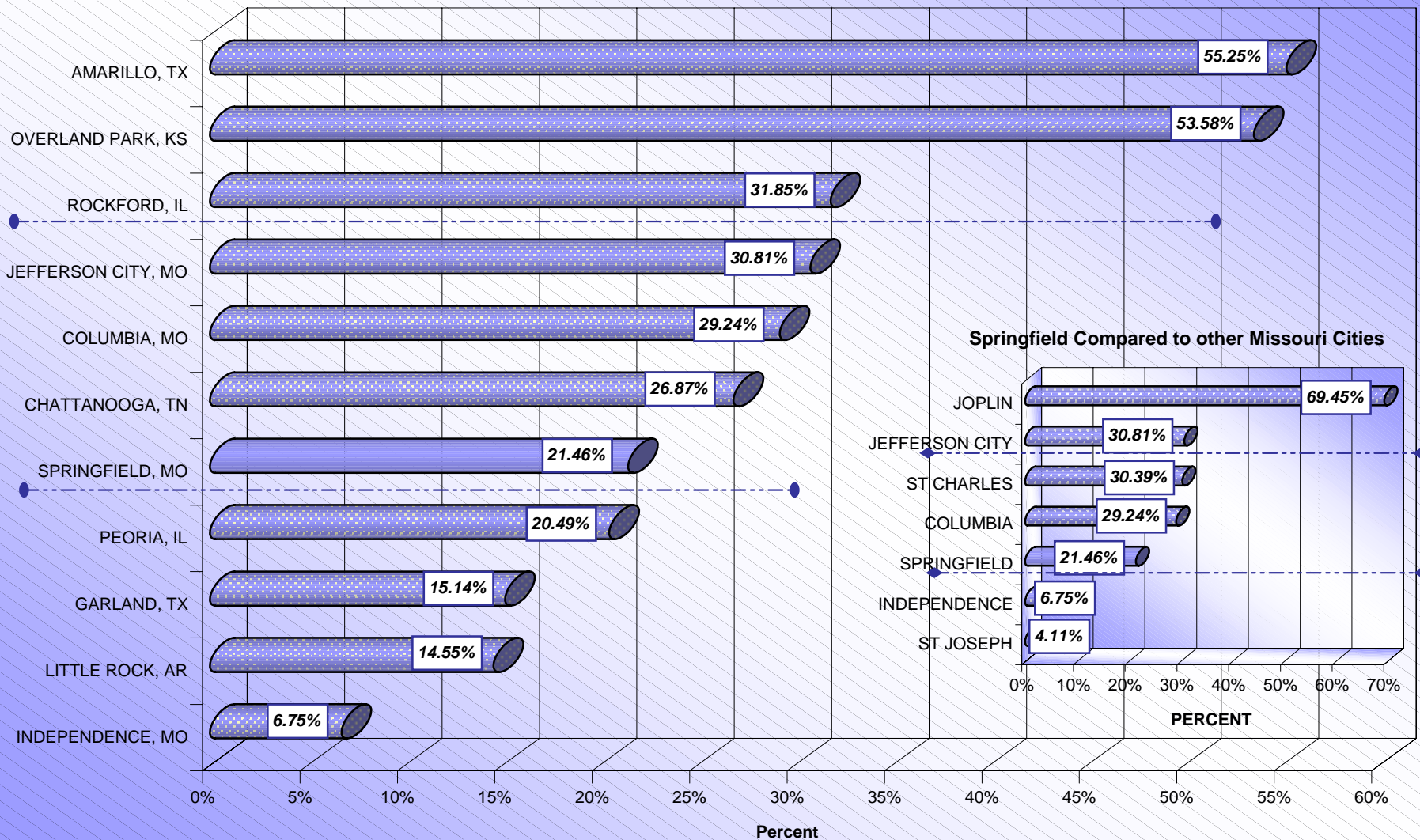
**Ratio of Unreserved General Fund Balance
to General Fund Expenditures**

The total unreserved General Fund balance is divided by the General Fund expenditures.
Only General Fund information is used.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

RATIO OF UNRESERVED GENERAL FUND BALANCE TO GENERAL FUND EXPENDITURE

Springfield Compared to other Cities



EMPLOYEE DATA



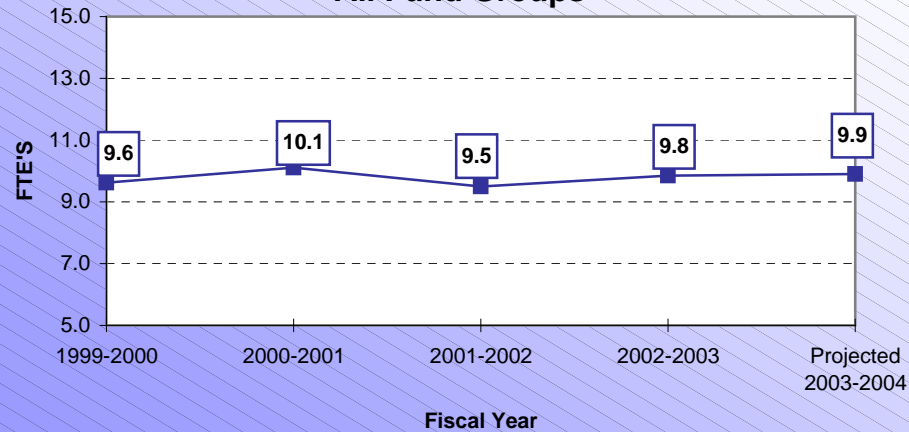
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**BUDGETED FTE'S PER 1,000 POPULATION AND
BUDGETED FTE'S PER 1,000 POPULATION GENERAL FUND**

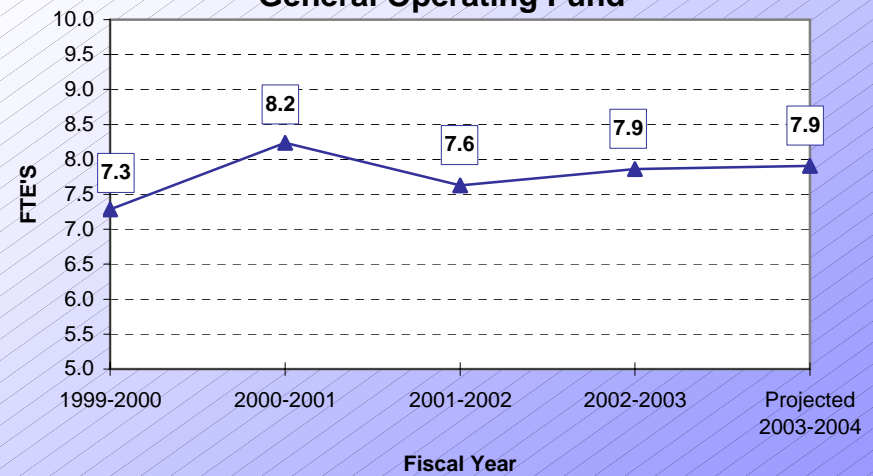
These measurements show Springfield's total budgeted FTE'S (full time positions) per 1,000 population and Springfield's budgeted FTE'S General Fund Only per 1,000 population. The calculation is: FTE'S or General Fund Only FTE's ÷ Population x by 1,000. Proposed 03-04 Budget FTE'S are also included in each measurement.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

**Budgeted FTE'S
Per 1,000 Population
All Fund Groups**



**Budgeted FTE'S
Per 1,000 Population
General Operating Fund**



Excludes FTE's from voter approved Law Enforcement Sales Tax.



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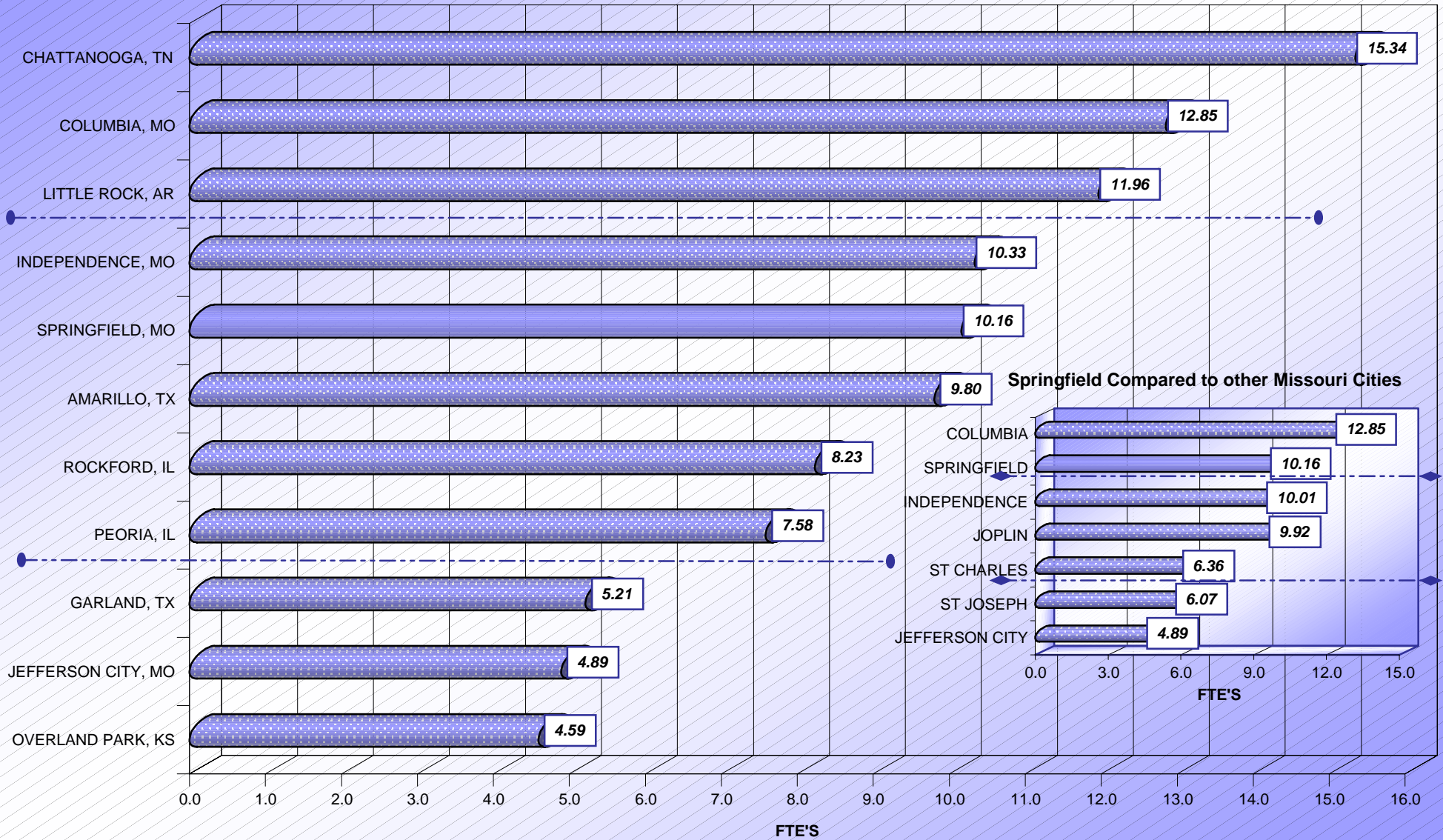
FTE'S PER 1,000 POPULATION

This measurement shows each cities total Full Time Equivalents (funded full time positions) per 1,000 population. The calculation is: each cities FTE'S ÷ that City's Population x by 1,000.

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

BUDGETED FTE'S PER 1,000 POPULATION

Springfield Compared to other Cities

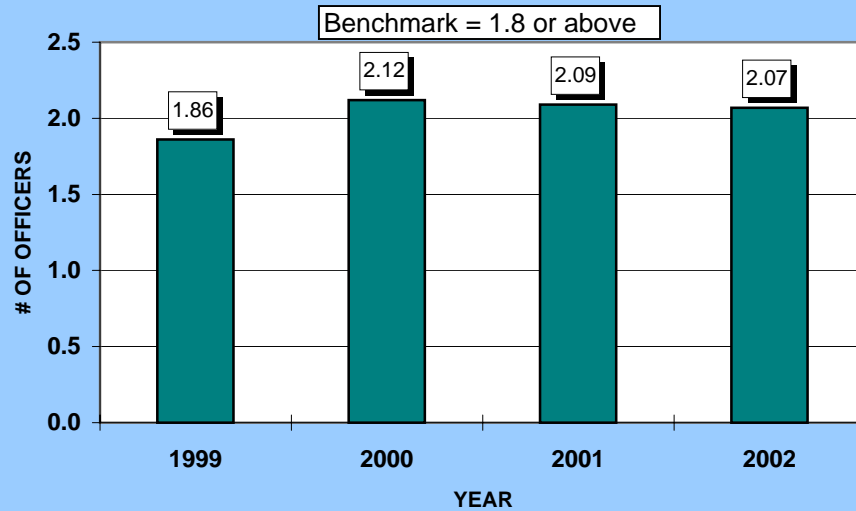


Source: Statistical information from each city's 2001 or 2002 fiscal year Comprehensive Annual Financial Report.

PUBLIC SAFETY

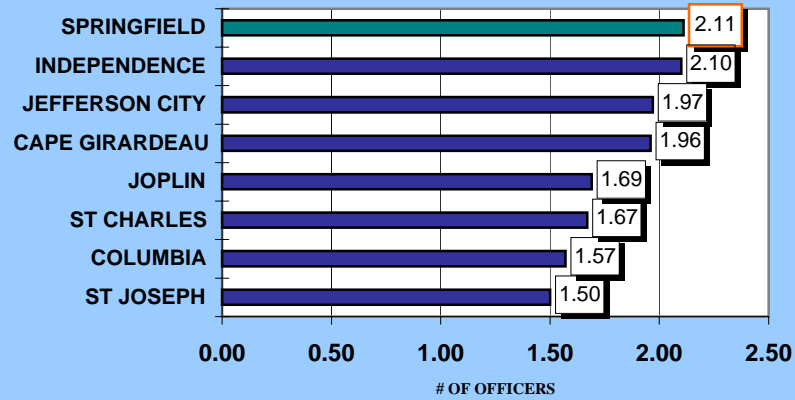
City of Springfield, Missouri - 2003-2004 Annual Operating Budget

SWORN OFFICERS PER 1,000 POPULATION
Police Department Benchmark



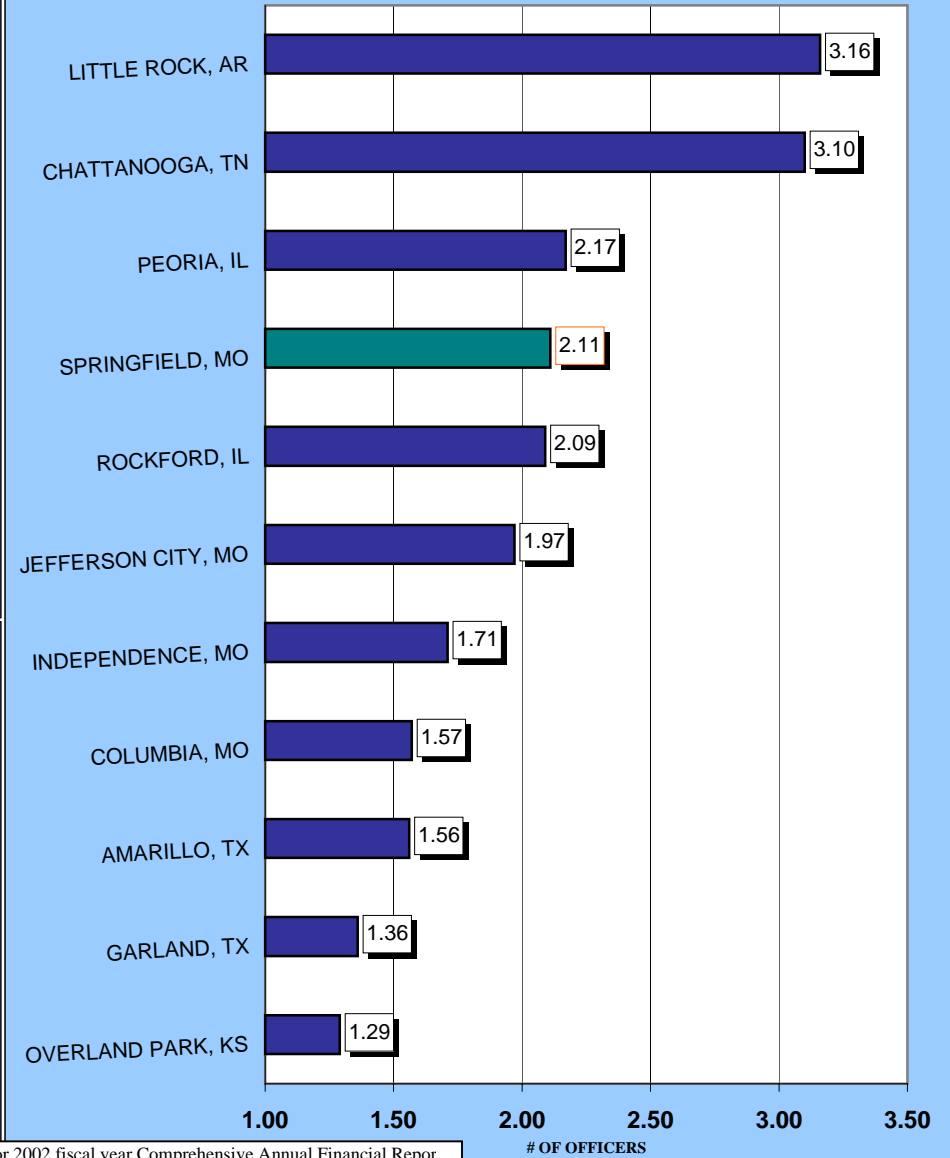
Source: Police Data Sheet 1999

SWORN OFFICERS PER 1,000 POPULATION
Springfield Compared to Other Missouri Cities



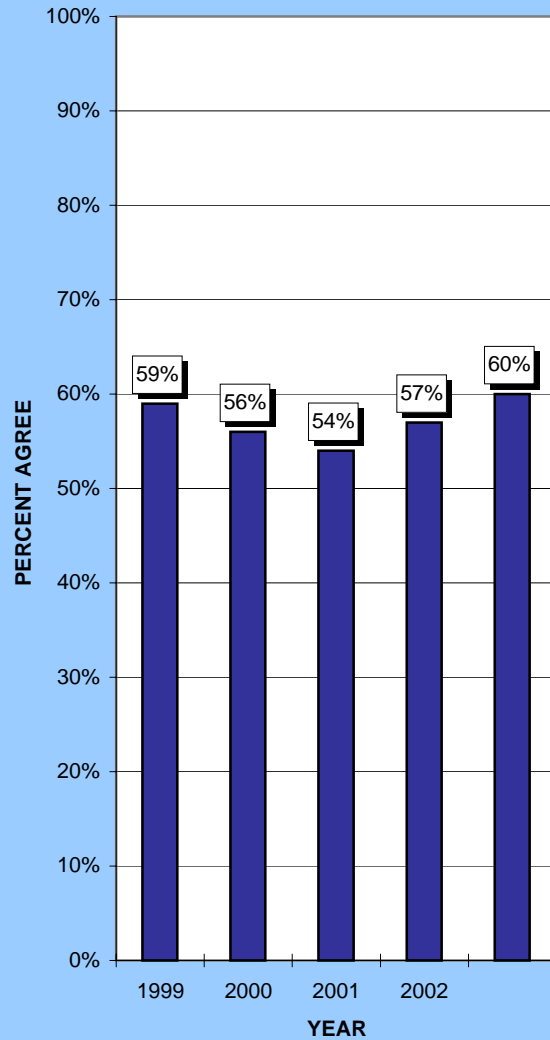
Source: Statistical information from each cities 2001 or 2002 fiscal year Comprehensive Annual Financial Report

SWORN OFFICERS PER 1,000 POPULATION
Springfield Compared to other Midwest Cities

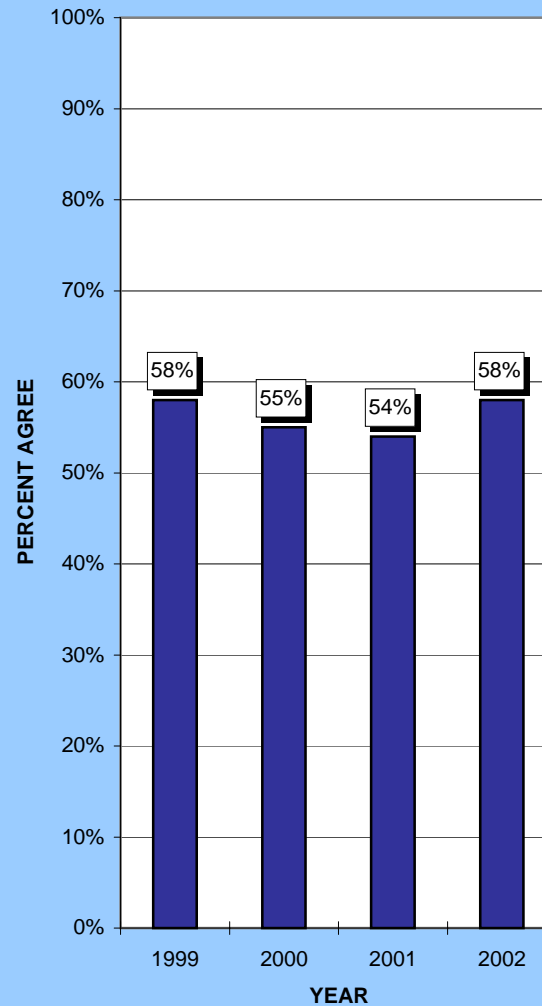


City of Springfield, Missouri - 2003-2004 Annual Operating Budget

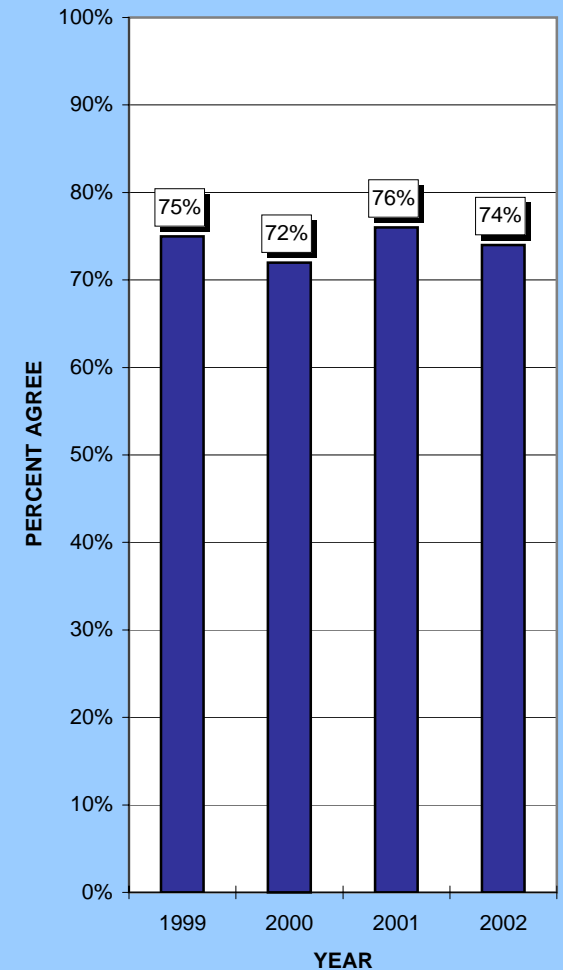
I FEEL SATISFIED WITH THE POLICE HANDLING OF THE INCIDENT



THE AMOUNT OF TIME IT TOOK POLICE TO RESPOND TO MY CALL WAS SATISFACTORY

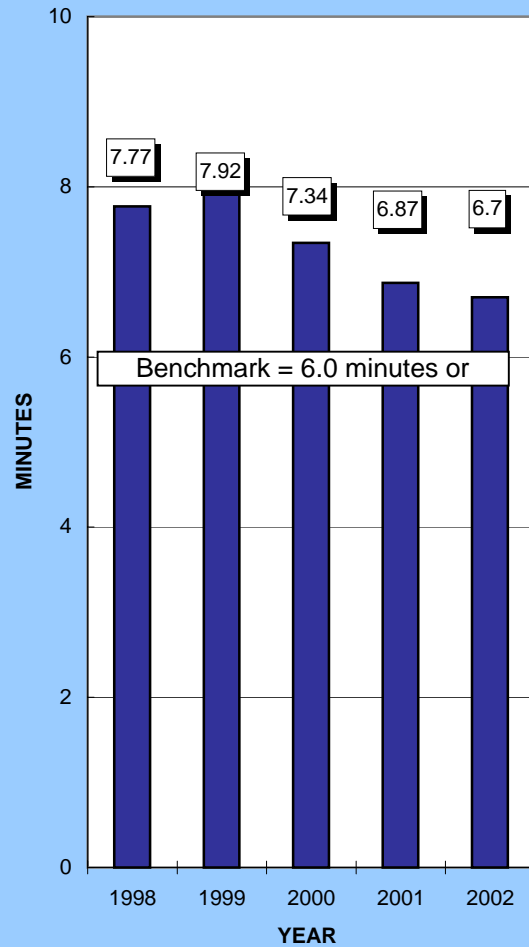


DEPARTMENT REPS WERE FAIR, COURTEOUS, AND RESPECTFUL IN THEIR DEALINGS WITH ME DURING THE LAST 12 MONTHS



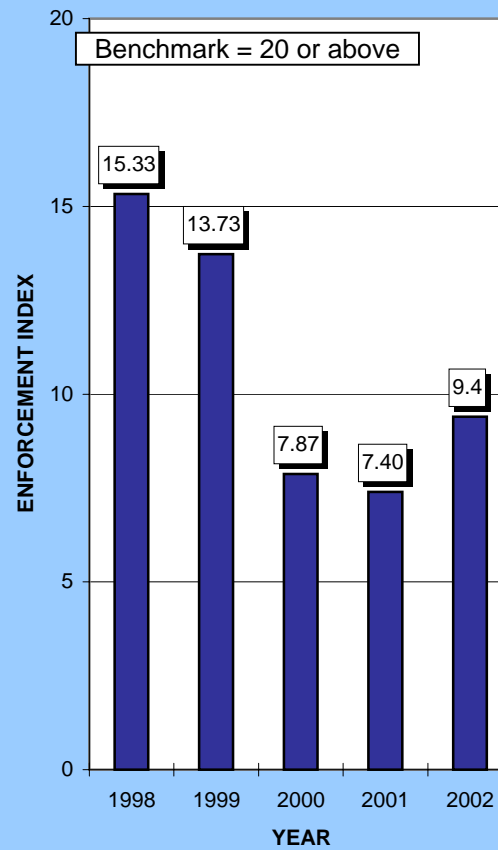
City of Springfield, Missouri - 2003-2004 Annual Operating Budget

AVERAGE PRIORITY 1 CFS RESPONSE TIME Police Department Benchmark



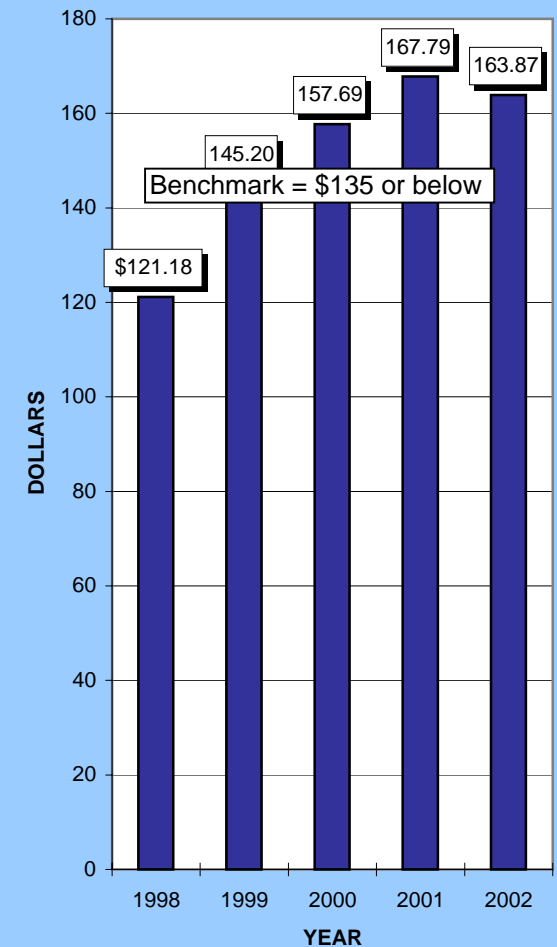
Source: Police Data Sheet 1995-2002.

TRAFFIC ENFORCEMENT INDEX Police Department Benchmark

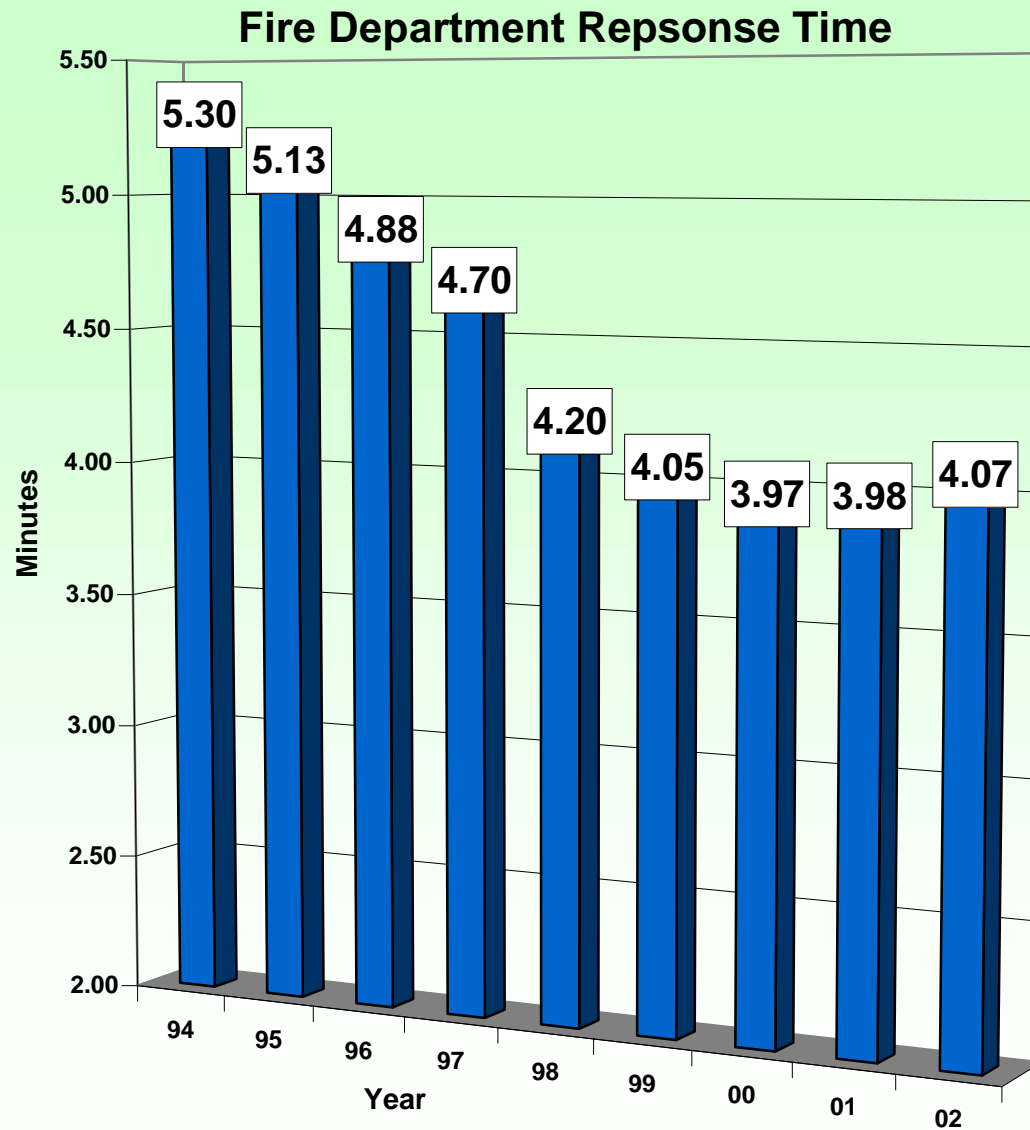


Source: Police Department Traffic Summary Reports and Municipal Court Records.

COST PER CAPITA Police Department Benchmark

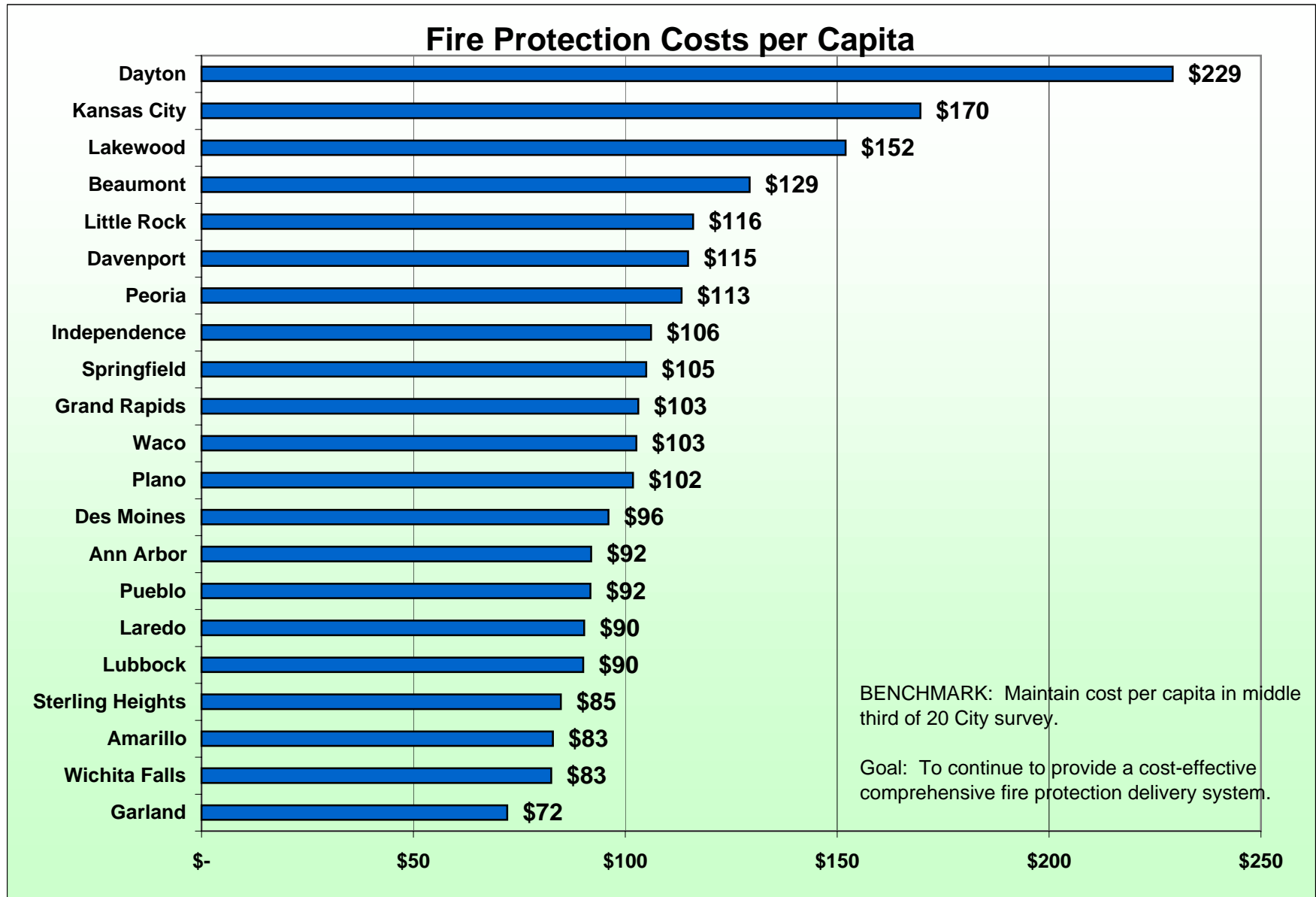


City of Springfield, Missouri - 2003-2004 Annual Operating Budget



GOAL: To reduce and eliminate service areas outside five-minute repsonse time.
BENCHMARK: Maintain 5-minute repsonse time to primary service areas

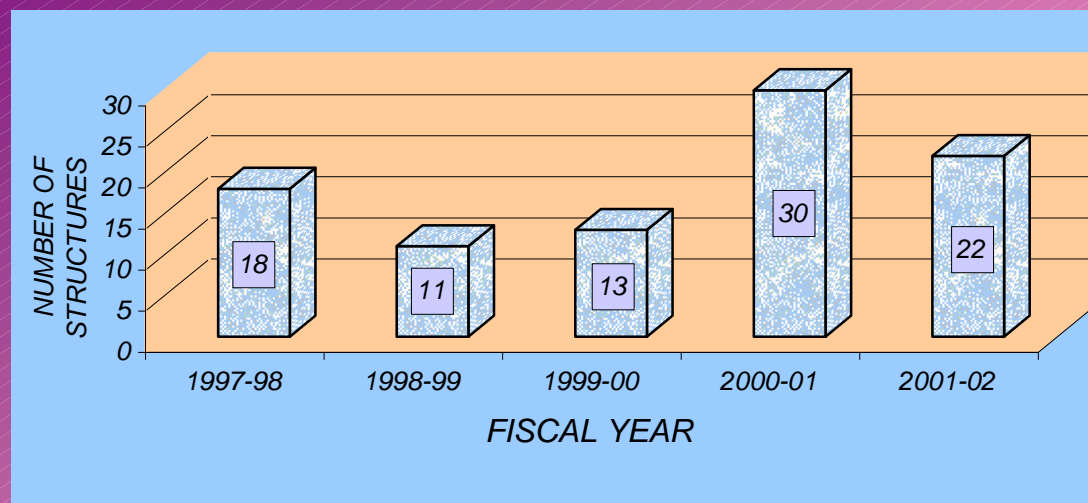
City of Springfield, Missouri - 2003-2004 Annual Operating Budget



DANGEROUS BUILDING DEMOLITION 5-YEAR HISTORY

FISCAL YEAR	NUMBER OF STRUCTURES	TOTAL	BOARD UP	DEMOLITION	OTHER
1997-98	18	101,466	241	98,750	2,475
1998-99	11	22,248	2,741	19,507	-
1999-00	13	42,534	764	41,470	300
2000-01	30	28,148	2,922	22,400	2,826
2001-02	22	41,347	4,707	36,640	-
TOTAL	94	\$ 235,743	\$ 11,375	\$ 218,767	\$ 5,601

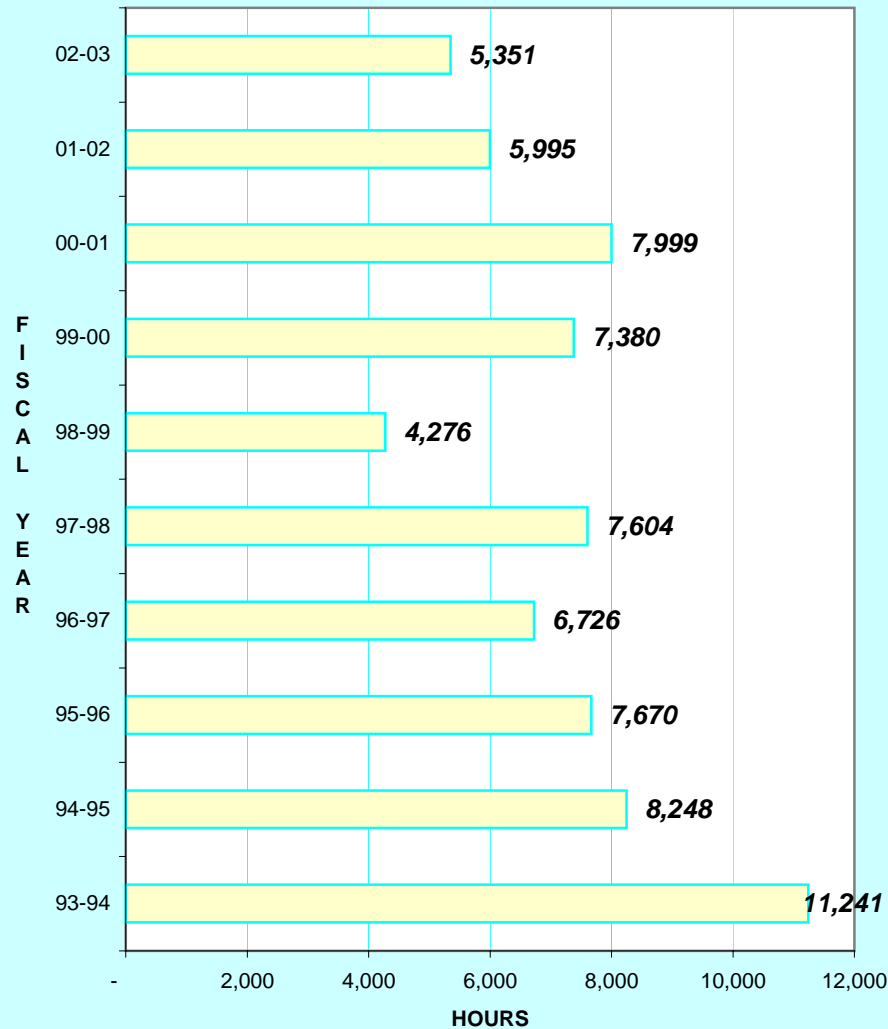
***DANGEROUS BUILDING DEMOLITION
1997 - 2002***



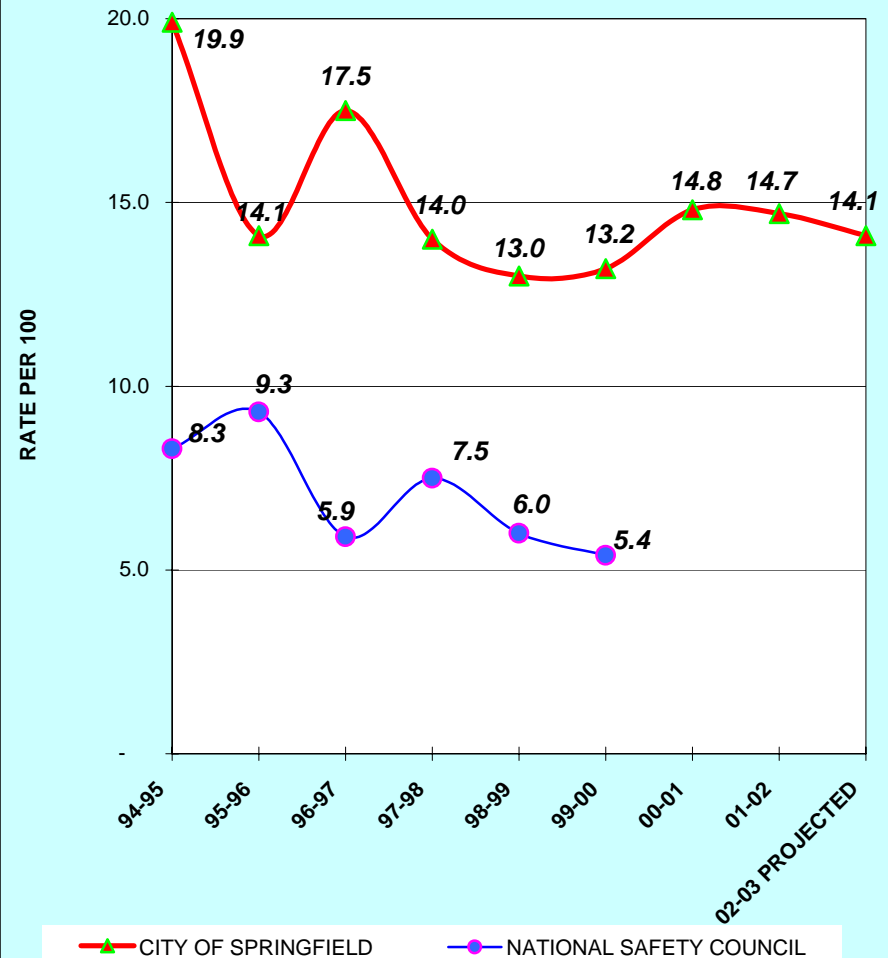
WORKERS' COMPENSATION

City of Springfield, Missouri - 2003-2004 Annual Operating Budget

WORKERS' COMPENSATION HOURS OF LOSS TIME



WORKERS' COMPENSATION INCIDENCE RATE PER 100 EMPLOYEES



Note: NSC incidence rate is for an average municipality and is no longer available.

GENERAL OBLIGATION DEBT



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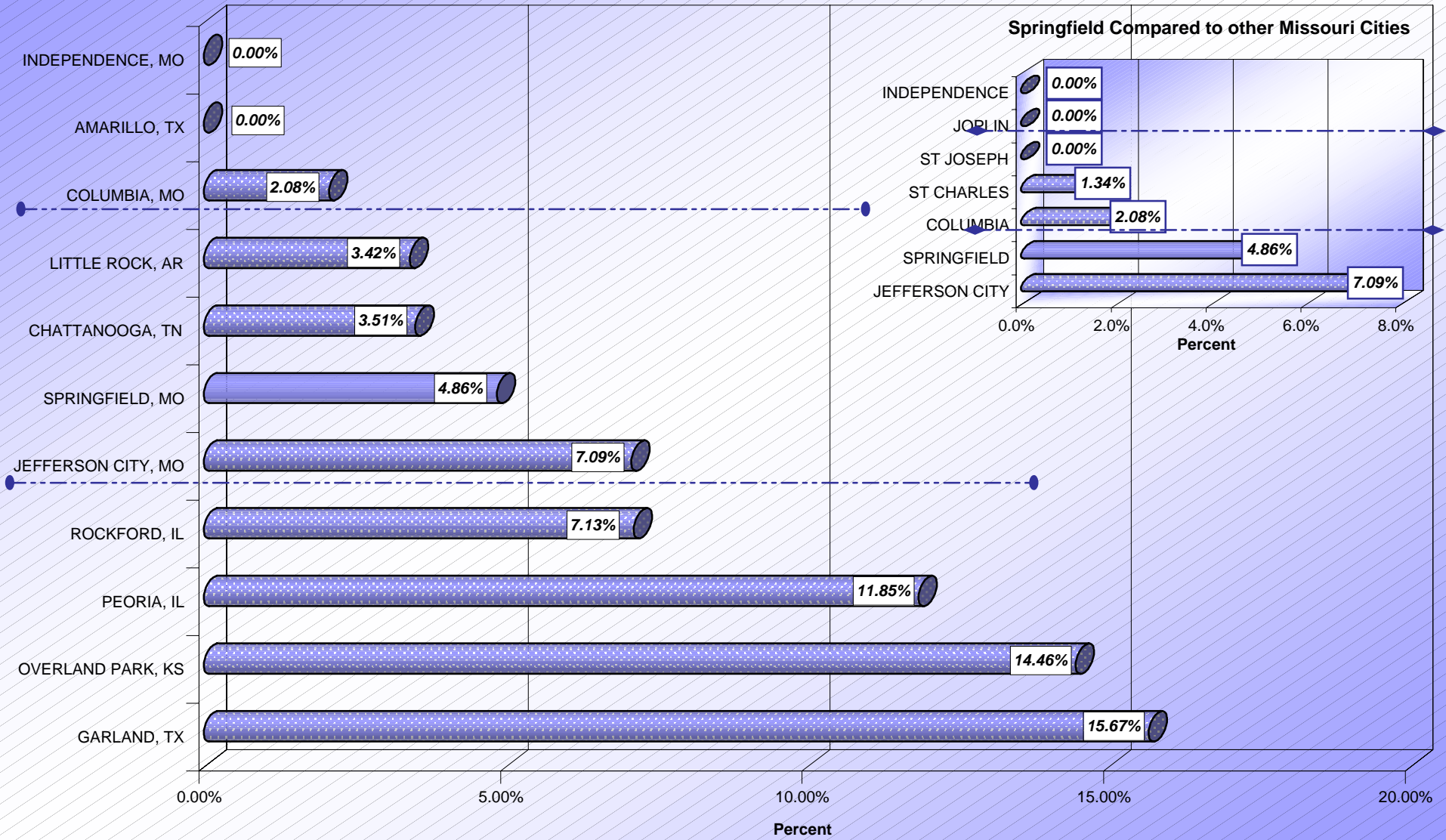
Ratio of General Obligation Bond Debt Service to
General Governmental Expenditures

Each cities G.O. Bond Debt Service is divided by that cities General Governmental Expenditures. General Governmental Expenditures include those from General, Special Revenue and Debt Service Funds.

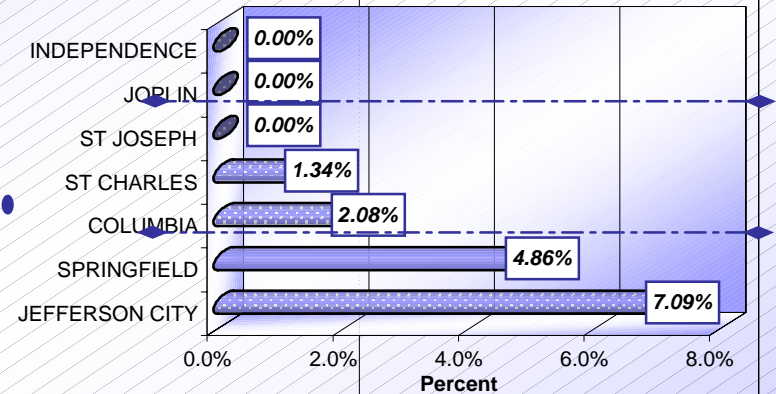
City of Springfield, Missouri - 2003 - 2004 Annual Operating Budget

RATIO OF G.O. BOND DEBT SERVICE TO GENERAL GOVERNMENTAL EXPENDITURES

Springfield Compared to other Cities



Springfield Compared to other Missouri Cities





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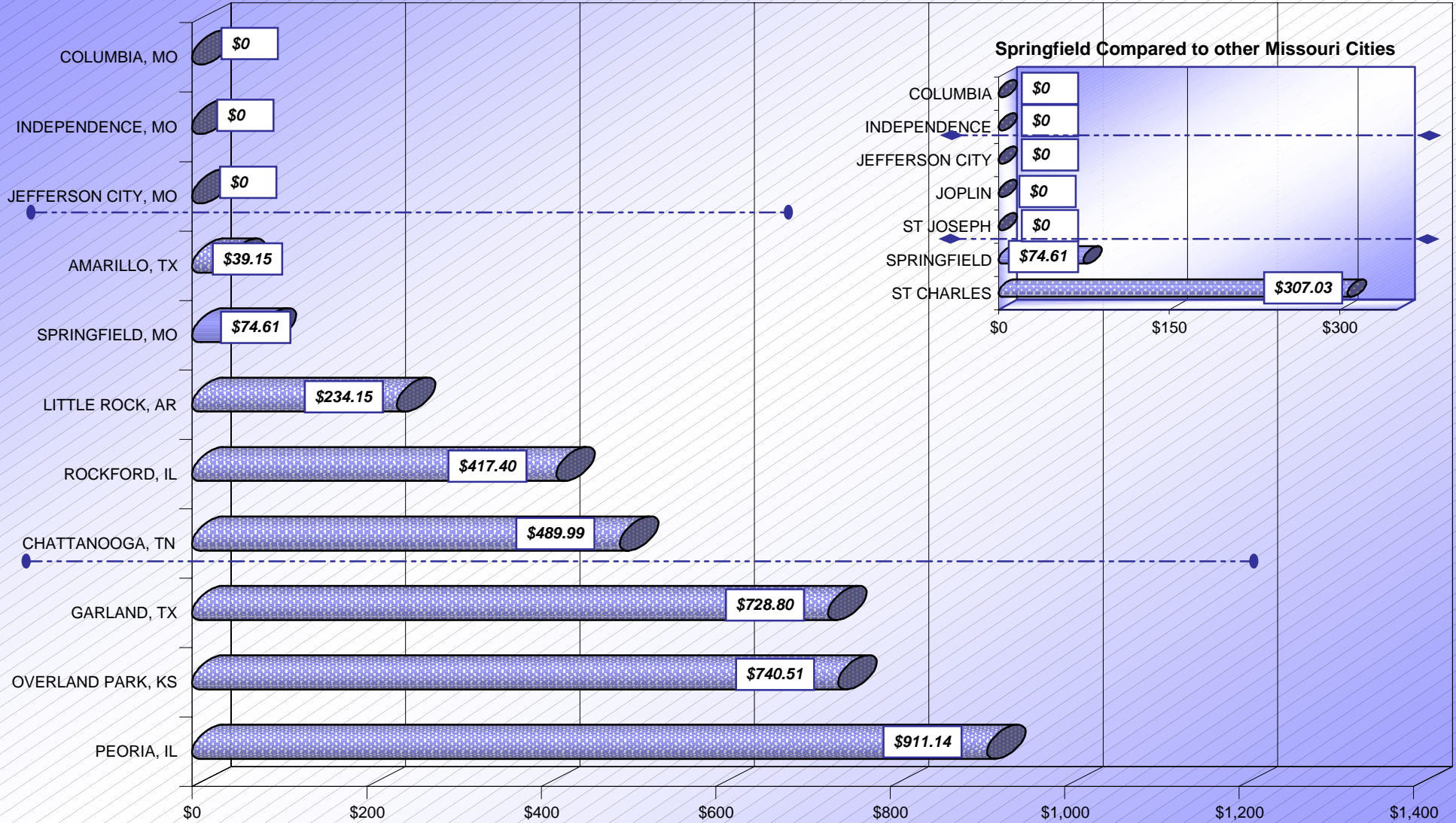
Net General Obligation Bonded Debt Per Capita

This measurement shows each cities Net G. O. Bonded Debt divided by that City's population.

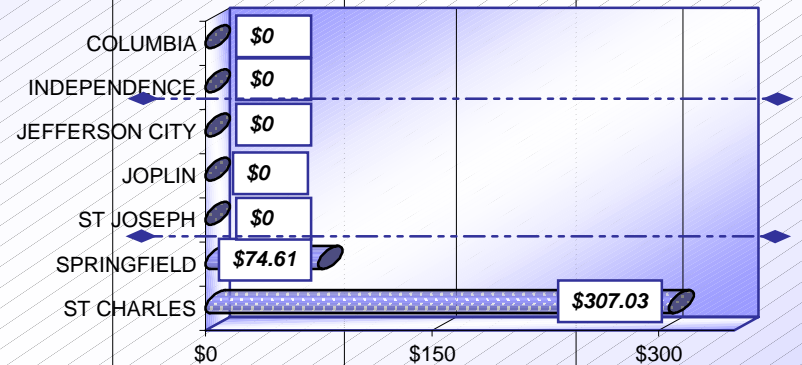
City of Springfield, Missouri - 2003-2004 Annual Operating Budget

NET GENERAL OBLIGATION BONDED DEBT PER CAPITA

Springfield Compared to other Cities



Springfield Compared to other Missouri Cities



Source: Statistical information from each city's 2001 or 2002 fiscal year Comprehensive Annual Financial Report.